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# The JOURNAL of CERTIFIED PROPERTY MANAGERS

Published Quarterly by
The Institute of Real Estate Management of the
National Association of Real Estate Boards

March 1939
Vol. IV, No. 3

# The Institute of Real Estate Management

OF THE NATIONAL ASSOCIATION OF REAL ESTATE BOARDS

## The Professional Pledge of

# The Certified Property Manager

I HEREBY PLEDGE MYSELF to act in strict accordance with the principles, declarations, and regulations of The Institute of Real Estate Management.

I PLEDGE MYSELF in particular to place honesty and thorough work above all else in my administration of real property; to advance myself constantly in knowledge and ability through the study of literature on real estate management, the instruction of eminent teachers, the interchange of experiences with fellow Certified Property Managers and attendance at meetings of the Institute whenever possible; to be faithful to the personal interests of my professional brothers and to seek their counsel when in doubt of my own judgment; to render willing help to my fellow Certified Property Managers; and to give my services freely to the Institute as required or desired.

MOREOVER, I PLEDGE MYSELF to shun unwarranted personal publicity and dishonest money seeking as disgraceful to our profession; to render complete, thorough, and honest service to landlord and tenant alike regardless of monetary consideration; to strive assiduously to build goodwill for the properties under my charge and to use my best talents at all times to preserve and maintain the value of such properties; to secure the greatest possible net return to the owners of properties entrusted to my management; and to give devoted attention to the safety and comfort of tenants of these properties.

FINALLY, I PLEDGE MYSELF to cooperate in advancing and extending, by every lawful means within my power, the influence of The Institute of Real Estate Management.

MARCH 1939

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*The* JOURNAL *of* CERTIFIED PROPERTY MANAGERS

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**Published quarterly by The Institute of Real Estate Management of the National Association of Real Estate Boards at 22 West Monroe Street, Chicago, Illinois.** **Copyright, 1939, by The Institute of Real Estate Management of the National Association of Real Estate Boards. All rights reserved.**

**Entered as second class matter December 30, 1938, at the post office at Chicago, Illinois, under the Act of March 3, 1879. Subscription rates: $5.00 a year; $1.25 a copy. Remittances may be made by personal checks, drafts, or post office or express money orders payable to The Journal of Certified Property Managers, 22 West Monroe Street, Chicago, Illinois. Printed in the United States of America.**

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## As It Looks to the Editors

### HIGHEST AND BEST USE

HIGHEST and best use of real property is that use which will produce the greatest net return in money or satisfaction over a given period of time. The principle applies to sites and to buildings. Two factors are involved, always: first, the greatest net return and, second, a given period of time.

The greatest net return that can be secured from a particular site in a growing business subcenter during a three-year period (1939-1942, let us say) may be produced by leasing it for use as a parking lot. That same lot, however, when considered in relation to a period of fifteen years (1939-1954, for instance), may produce the greatest net return if it is leased for use by a retail store. If the period of time is fifty years (1939-1989), it may be that the use of that same lot as a site for an office building would produce the greatest net return.

It is obvious that these periods of time in relation to the most profitable use cannot be determined or measured with a high degree of accuracy. They can only be *estimated*, for they extend into the *future*, the precise character of which no man can foresee with certainty. But an estimate of what the future will *probably* be like must be formulated every time a commitment is made for erecting a building or creating a lease. The development of such estimates is the responsibility of *management*.

The concept of highest and best use applies to existing buildings as well as to vacant lots. A given building may be put to any one of several different uses. A retail store building may be leased by a grocer, a druggist, a fruit merchant, a jeweler, a real estate office, or any one of several other different kinds of occupants. Which type of tenant can succeed best in the location? Which can afford to pay the most rent? An intelligent answer to questions such as these involves consideration of highest and best use and is a function of management.

Careful planning for the securing of proper tenantage of an apartment building oftentimes involves consideration of highest

and best use. Whether to offer the apartments "as is" or to remodel them, or to furnish them, or to do something else to bring the building more nearly into line with existing needs in the area — these and other similar questions relate to the general principle of highest and best use. All such questions are a part of the responsibility of *management.*

An urban site or an urban property, like a farm, must be *cultivated* in order to secure a harvest, whether that harvest be amenities merely, or a money return in the form of rent, or a crop of grain or fruit. "Whatsoever a man soweth, that shall he also reap" applies not merely to moral conduct, but equally well to all types of urban real estate as well as to farm lands. Sowing includes not only the manual labor of getting the job done, but also, in this connection, the selection of proper *seed,* the choice of a proper *time* for planting, the selection of a proper *place,* and an intelligent handling of all the elements that are involved in the creation of the product desired. We are beginning to realize that just as there is a science of agriculture controlling the production of rural lands, there is also a science of urbiculture controlling the production of urban lands. We are awakening also to the fact that in either case maximum returns are dependent upon management—upon informed, skilled, and intelligent management.

Of fundamental importance in the "cultivation" of any property, whether rural or urban, whether improved or unimproved, is the task of choosing the specific use of the property which will produce the best results. No other phase of management is fraught with greater importance than this one. Probably no other phase of the management of urban property is given less attention.

H. G. A.

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## MANAGEMENT BUSINESS MUST FIGHT HOME OWNERSHIP

THE time has come for Realtors of the cities to be vociferously inconsistent. Fortunately, the Federal government has established inconsistency as a virtue, an indication of action, and, thus, of progress. Real estate firms, like the

government, have grown large, complex, and departmentalized.

Those in the property management department must oppose and refute the advertising and publicity of the sales department. And this is no easy job because the boss is usually active in the sales department, or at least favors it.

One of the most precious assets which property managers possess in the city, the life blood of the business, is Mr. John Apartment Tenant. Because we realize how valuable he is, we spend much time and money training our personnel to handle him diplomatically so that he will move less often, demand fewer expenditures for the maintenance of his quarters, and pay rent which will net a reasonable return on the investment of our owners.

None of us willingly would do anything to drive him from our properties in large numbers. Nevertheless, decentralization — one of the most outstanding phenomena of the great social revolution which struck the world with the advent of electricity and the motor car — is eating at the very vitals of our business. Decentralization is robbing us of our stock in trade—Mr. John Apartment Tenant and his family.

We may reason that this is too complex a problem and too strong a force for us to resist. But are we justified in doing so? Actually, there are contributing forces about which we *can* do something. If we fail to act where we can, we shall be guilty of the crime of omission. Our easygoing acquiescence to the greatest "own your own home" propaganda that has ever been concocted by the brain of man must be changed to stubborn opposition.

Pegged construction costs demand higher rentals before we can have new buildings, and we need new buildings if we are to keep Mr. John Apartment Tenant.

We are truly in a dilemma. On the one hand we have a promise of continued high building costs which in turn demand higher rentals. On the other hand we have the forces of decentralization, combined with "own your own home" propaganda, sapping our life blood, a trend which, if developed, will tend to reduce rentals and ruin the organized property management business. And we are doing very little about it.

It is time to stop this migration of tenants. We must join our forces in a definite program of education, a campaign pointing out to the public the many economies and definite advantages of living

in a rented apartment in the city, where fire protection, police, and educational and cultural facilities are superior. There are many disadvantages to living in suburban communities which somehow are not presented in the "own your home" propaganda. We should point these out more forcefully and oftener.

Fortunately we have in our favor a very strong force—one which may eventually act as a strong brake on the pendulum of decentralization—and that is man's gregarious instinct—his love of crowds and congestion and sociability, his great fondness for the city.

Therefore, instead of standing idly by while our business is being bled of its life blood, we must shout, we must publicize apartment living, aggressively and competently. One local firm has a slogan: "Be smart—live the apartment way." Let us be smart! Let us act now to keep our tenants!

H. T. H.

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## VOTE FOR YOUR VALUE

REPRODUCTION costs, depreciation rates, neighborhood trends, highest and best use, operating costs—these are factors which must be judged with accuracy by the appraiser of real property.

It is the function of management to plan the income and to budget the operating expense of a property in order to produce the highest income consistent with neighborhood trends and consumer-buying habits at as small a cost as possible, thus leaving to be capitalized as large a net income as possible.

But after the most careful budgeting and planning on the part of the manager and most precise evaluation by the appraiser, the owner, like the songbird who must sing for his supper, must vote for his values.

An inefficient city government can disrupt value resulting from years of careful planning and managing. Taxes paid for efficient municipal operation or for well-planned improvements for the city might very well act as a stabilizer of values, but increases in taxes to meet unwarranted city pay rolls and to purchase unnecessary

equipment have the same effect as taking away a part of one's property.

In cases of loose municipal management, once the tax rate goes up, it seldom comes down; hence, the increase must be deducted from stabilized net income. The result is a decrease in capitalized value.

For example, for a property which is expected to produce a 7 per cent over-all return after depreciation and taxes, every $1,000 increase in taxes means a decrease in value of approximately $14,300—and so on, with the decrease in value varying with the rate of return.

The following table shows the approximate reduction in capitalized value for each $1,000 increase in taxes at varying rates of return:

| | |
|---|---|
| 5 per cent | $20,000 |
| 5½ per cent | 18,200 |
| 6 per cent | 16,700 |
| 6½ per cent | 15,400 |
| 7 per cent | 14,300 |
| 7½ per cent | 13,300 |
| 8 per cent | 12,500 |
| 8½ per cent | 11,750 |
| 9 per cent | 11,110 |
| 9½ per cent | 10,500 |
| 10 per cent | 10,000 |
| 10½ per cent | 9,500 |
| 11 per cent | 9,100 |
| 11½ per cent | 8,700 |
| 12 per cent | 8,330 |

Property managers should help elect to office those representatives who will spend the tax dollar efficiently. Vote for your value.

A. G. T., Jr.

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## ORGANIZATION VS. INDIVIDUAL MANAGEMENT

TODAY more than ever before management agencies are facing the challenge of local individual management against agency management. We who maintain management agencies are faced with the possibility of seeing years of effort in organization building all go for naught if we allow our services to be undersold by the individual manager.

The pressure of lower rent rolls, increased taxes, increased expenditures in modernizing to stave off obsolescence is making the property owner of today savings conscious.

The question that arises in the owner's mind is something like this: "Why should I pay the John Jones Agency 2½ per cent to 5 per cent of a gross income of $300,000 to manage my building when I can secure a good man, well experienced, for $5,000 a year who will devote all of his time to my property? The John Jones Agency has a big organization and many properties, and it stands to reason that only a portion of its time is devoted to my building. This man we have in mind can do everything that the Jones Agency can, and we can save money by making the change."

If his penny-wise and pound-foolish reasoning is embedded deeply enough in the owner's mind, the Jones Agency is out. If it is not actually out, it may have to cut its proper fee to hold the business.

This is not a common thing today, but the pressure of present economic conditions, if it continues, may very well bring such a situation to pass. Competition among real estate men for business has never been keener; there is less business and more knowledge in the real estate field, more good men available at less money than ever before.

Our job is to work all the harder to make the services we render to the owner more and more valuable so that a change to individual local management would be turned down without a second thought.

We can render greater service than the individual local manager, although we know that this extra service is not always discernible on the surface. It is our large organizations, our card files, our exchange of information, our co-ordination among our own employees, our general experience and knowledge of real estate that produce tenants, that produce proper timing in advertising, that produce mass and quality buying of supplies at lower prices.

These things are sometimes overlooked by owners when the year-end statement comes around after a year of country-wide poor business.

R. C. N.

The JOURNAL of
CERTIFIED PROPERTY MANAGERS

Volume IV March 1939 Number 3

# SO YOUR ROOF LEAKS!

• RICHARD LAWRENCE NELSON

*Many income properties are rapidly approaching or have already reached a point where they present roofing problems. In no phase of management is there greater danger of improper materials and "gyp" work. Yet roofing is one of the least understood of all maintenance techniques. This article attempts to show how a manager may analyze and deal with his particular problem.*

IT rained last night! This morning there was an ugly blotch on the living room ceiling in Apartment 1412. And so your roof leaks! A problem in proper maintenance presents itself.

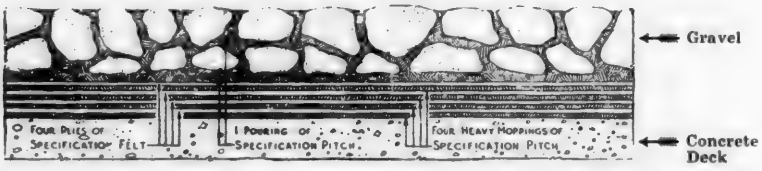
This problem in roofing is one that occurs several times during the life of every building. With few exceptions, the period of service of the average roof used on income properties lies somewhere between ten and thirty years. Therefore, a renewal is required at least once during the useful life of the structure. In the meantime the likelihood of periodic leaks from any one of numerous causes is great. A building manager should, therefore, be in a position to decide for himself and for the owners what the best procedure is in rectifying a faulty roof. It is essential that he know and know well the roof on his building, and particularly be aware of its age, condition, and composition.

The most common coverings on income properties are the so-called built-up roofs. These are used on decks of slight slope and are divided into two main classifications: the asphalt roof and that composed of pitch, felt, and gravel.

## THE PITCH, FELT, AND GRAVEL ROOF

The pitch, felt, and gravel roof is composed of from two to five plies of felt cemented together with coatings of pitch. Over all there is commonly another coating of pitch, in which is embedded an even sprinkling of gravel or ground slag. Like other kinds of roofs it is subject to faults both as to material and construction

and, because of its exposed situation, is open to wear and tear to a high degree and to accidents and hazards of all kinds.




CROSS SECTION OF FOUR-PLY PITCH, FELT, AND GRAVEL ROOF

The first sheet is embedded in pitch and stuck to the concrete deck. The four plies of felt are completely separated by heavy moppings of pitch. Over all is the pouring of pitch in which gravel has been embedded.

## TRACING ORIGIN OF LEAK

When a fault occurs in the form of a leak in a pitch, felt, and gravel roof, there are a number of steps that a manager who knows his roof can take with his own maintenance crew to correct the trouble, with as much success as an experienced roofer. The first problem which presents itself is that of tracing the origin of the leak. Of utmost importance is the locating of the spot on the roof exactly above the leak manifestation in the apartment or office below. This can be accomplished easily by gauging the relative distance of the ceiling splotch from near-by windows, fire walls, and outside walls and then relocating this spot above. The actual origin of the leak may be a number of feet away from the spot that has been marked on the roof as being directly above the water evidence. However, it will rarely be more than ten or fifteen feet away, the actual distance depending primarily on the pitch or slant of the roof deck.

Approximately 95 per cent of all roof leaks occur around vent pipes, drains, flagpole supports, sign supports, pipes, or wall flashings. In other words, the weakest part of a roof is not the top, but the junctures between the deck and the various vertical surfaces that arise from it. Hence, the first areas to be examined are any such unions that are close to the spot marked on the top of the roof. These surfaces should be carefully brushed clean and scrutinized for breaks, holes, or cracks. Two things must be borne in mind here. First, even the smallest hairline crack may ship a tremendous amount of water. In some instances, due to capillary

attraction, a small crack will let through a great deal more water than will a good-sized break. Second, pitch, when heavily applied, will coagulate into an alligator-skin-appearing surface and will show what appears to be cracks. On closer examination these will be found to be mere surface manifestations that do not penetrate to or through the felts below.

The origin of the leak, whether around the flashings or vents or in the roof top itself, will be somewhere above the spot where the water shows through. The only exception to this rule is a location in which water stands in such an amount that it may be forced backward through and under a faulty roof until it finds an easy path downward through the deck.

To locate exactly the area in which the leak origin occurs, draw an imaginary circle with a fifteen-foot radius, using as a center the spot directly above the water manifestation. Next, draw an imaginary line from the center of the circle to the nearest drain or low point. At right angles to this line, draw a diameter through the circle. In all likelihood the leak origin will be in the area represented by the upper semicircle.

Another frequent source of roofing leaks is the doorsills of penthouses, particularly if they are not protected with a copper or lead flashing. A surprising amount of water can splash under such a door during a driving rain and soak a number of ceilings below.

Sometimes no evidence of a leak origin can be discovered upon careful examination of either the vertical surfaces mentioned or that part of the roof top within the semicircle. If that is the case, the source sometimes can be narrowed down to a very small area by examining carefully the undersurface of the deck. This is only practical, of course, when there is space between the top-floor ceiling and the roof deck sufficiently large to allow entry. Any water coming through the roof will carry a certain amount of extraneous material and will leave a stain wherever it runs.

Water stains may have causes other than roof leaks. If the stain is located near an outside wall, parapet wall, or even near a fire wall, it is well to examine with great care the masonry above that area. As in the case of the roof, a few small cracks or holes can ship a considerable amount of water during a driving rain. There is also the possibility of a plumbing leak or of sweating cold-water

and brine-line pipes. For this reason it is well to become acquainted with the location of all such pipes, particularly in the attic space. A sweating pipe should be insulated or, as a temporary measure, wrapped with rags.

Condensation on the under side of the roof deck is another common source of water stains. This is likely to occur where there is no insulation under the roof, where there is a concrete deck, and where the attic space is quite hot. The simplest method of rectifying this difficulty is to ventilate the attic space so that there is only a very small differential in temperature between the outside air and that just below the deck.

## THE PATCHING PROCEDURE

Repairing cracks or small holes in a roof may be accomplished simply and effectively by troweling a fairly heavy coating of plastic cement over the area. On the top of this troweling should be laid a strip of hospital gauze, cheesecloth, or cheap netting, and then sufficient plastic should be applied to cover the cloth completely. While this is in no sense a permanent patch, with the gauze to hold it in place it will last for a number of months, and many times it has been known to give service for years. Roofing plastic is made by a number of companies and is very inexpensive. It is well to keep a small can handy.

A large hole or a complete area in disrepair requires patching with a number of cemented plies of regular roofing felt. It is possible to purchase pitch and tar solutions that can be applied without heating, though the most satisfactory cement is pure coal tar pitch heated to a temperature of about 400 degrees Fahrenheit. The latter can rarely be accomplished by the ordinary building crew with the equipment at hand. Whichever of these preparations is used, however, the area to be patched should first be scraped and broomed free of all loose gravel. This job should be thorough, but care should be taken not to press hard enough in scraping, particularly during very hot weather, to push any of the remaining gravel through the roofing felts. The area should be prepared further by careful brushing to remove all dirt and dust. Then pitch, whether hot or cold, should be spread over the area and the first ply of roofing felt applied. Over this goes another coating of pitch and a second ply of felt larger than

the first, and overlapping it in all directions. The same procedure should be followed in applying the third and final sheet. Over all should be poured a heavy coating of pitch, followed by the old gravel liberally spread back over the top. If possible, this gravel should be shaken free of dust and dirt. The best results are obtained by using hot pitch, and it may be advisable to have a roofer apply it.

Blisters and buckles in a roof top should be carefully watched. They are caused by the generation of gases underneath the roof and between the felts. This generation results from a chemical reaction between various of the coal tar products used in roofing and is generally indicative of a poor roofing job or an unfortunate juxtaposition of materials. The most common example of this reaction is between pitch and asphalt. Therefore, if a pitch, felt, and gravel roof is laid over an asphalt roof, or if asphalt saturated felts are coated with pitch or tar, these blisters appear in a very short time. The felts that enclose the gases quickly become dry and brittle and, as the gas expands during hot days, will burst. Also, the gas already manufactured acts as a catalytic agent in the manufacture of more volitant. Thus a blistering condition, if no steps are taken to rectify it, will have a swift, expansive growth like a cancer. Therefore, at their inception, all blisters should be slashed with a knife, the gases permitted to escape, and the area patched as described above.

Where the topcoating of pitch and gravel has worn off and has exposed the felts below to moisture and heat, these in time become subject to cracking, particularly during periods of swift temperature change. Such areas should be watched and, if possible, coated.

If a roof leaks in a great many places, if new leaks appear quite regularly, or if blisters or bare felts are extensive, a different maintenance problem arises. The possible courses of action are fourfold:

1. To patch extensively.
2. To recoat the roof.
3. To reroof over the old roof.
4. To tear off the old roof and then reroof.

Patching at best is a temporary measure. It is, of course, the cheapest procedure, and its only real justification is financial. In

a sense it is wasted money and only puts off for a few months the evil day of a greater expenditure.

## RECOATING

More satisfactory than patching is recoating the roof. This involves the same procedure of patching all cracks, holes, and powdered felts and slashing and patching all blisters. This is done after all loose gravel is swept from the roof and the entire deck is clean and free from dirt. Over all should then be poured from a dipper or can a mixture of tar and pitch heated to not more than 400 degrees Fahrenheit. Care should be taken to see that the topcoating of pitch is poured on heavily from a can and not applied with a mop. The value of the recoat depends primarily on the thickness of this coating. The composition applied should be not more than one third tar with the balance pure pitch. While the proportions necessarily vary with the condition of each roof to be recoated, the best ratio is perhaps 90 per cent pitch and 10 per cent tar. The tar is quickly absorbed by the dried felts while the pitch remains on top in the form of a coating. Although some tar is necessary in the composition to add life to the dried felts and to keep them from cracking, the greatest advantage in a recoat, as has been stated before, is the topcoating. The thickness of this coating depends upon the temperature when applied, the method of application, and the amount of pitch in the composition used. At least 50 pounds of composition should be used for recoating each 100 square feet of roof.

Into the topcoating while it is still hot should be sprinkled from a shovel the old gravel that was swept away together with sufficient new gravel to cover thoroughly the roof and to hold all of the composition in place. The pouring is ordinarily done in one small section at a time so that there will be time for the gravel to become embedded in the pitch before it hardens. When finished there should be on top of the new coating not less than 400 pounds of gravel for each 100 square feet or, if slag is used, not less than 300 pounds. Before reapplying the old gravel, it should be carefully screened on a one-fourth-inch screen to remove the smaller pieces. It should also be dry and free from dirt. The new gravel should also be dry and clean and of such a size that few stones are less than one fourth of an inch in diameter.

Because the weakest portion of a roof is likely to be the wall flashings, or the coverings applied to the joints between the roof proper and the various vertical or semivertical surfaces it encounters, any such comprehensive roofing work as a recoat should usually include the replacement of all flashings. This is particularly important on the ordinary roof where the flashings are merely regular roofing felts held in place by lath nailed to the wall. Such flashings seldom, if ever, give service throughout the life of the roof top proper and frequently require repairing and renewing many times during that period. Occasionally a building that was roofed with particular care will have metal base and cap flashings over the ordinary flashing. The base flashing is a metal sheet from eight to sixteen inches wide that extends from the roof top over the flashing. The cap flashing is a similar strip fastened into the wall above the regular flashing and extending downward over the base flashing. These two are invariably found in conjunction with one another and are used instead of single sheet metal coverings because of the different coefficients of expansion and contraction characteristic of the different materials used in the wall and in the roof deck. These metal coverings furnish the ultimate in protection for the flashings, and, on the buildings where they are found, it may not be necessary to reflash the walls. However, where there is an indication that they are giving trouble or are weakening, the areas should be completely flashed over.

The actual method of applying flashing will be described under "Reroofing." It is important, however, that all the lath holding the old flashing in place and all loose flashing material be removed before any new flashing is applied. Plastic cement should be troweled heavily around the bases of other vertical surfaces, such as vent pipes, poles, supports, and metal chimneys. It is also well to flash these with felt or cheesecloth.

The advisability of recoating pitch, felt, and gravel roofs is a question about which there is considerable controversy. Certain it is that entirely too many roofs have been and are being recoated and that it is not a paying proposition to recoat most roofs. As in the case of extensive patching, the primary justification for recoating instead of reroofing is financial. There is no doubt that it is much cheaper. But whether or not the smaller expenditures represent a long-run saving, even on roofs where

conditions are most favorable for recoating, is a matter of some doubt. Generally an average recoat job with new flashings costs about one half of the price of an average complete roofing job. The concensus of opinion, however, is that it will rarely give service for more than one third the period. A new pitch, felt, and gravel roof should last about fifteen years with but little maintenance cost during that time. A recoat seldom stands up for more than five years.

Assume a roof that would cost $100.00 to recoat today and $200.00 to reroof. The reroofing job should require reflashing but once, midway during its useful life, or in about seven and one half years. On an average roof this would cost about 20 per cent of the roof job, or, in our problem, $40.00. If the roof is recoated today, a second expenditure of $100.00 to recoat at the end of five years would probably be required, and a third expenditure of $100.00 at the end of ten years. Therefore, there is represented a saving of $300.00 less $240.00, or $60.00 by reroofing. Some advantage does accrue to the owners of the building, however, from the fact that the extra payments are deferred for various periods of time. In our problem, to recoat instead of reroof saves $100.00 today, but requires that expenditure in five years. At 3½ per cent compound interest, that deferment of five years is worth $15.80. However, to recoat the roof today not only necessitates a second $100.00 at the end of five years, but a third recoat, or a $100.00 charge, at the end of ten years. This extra $100.00 that must be paid in ten years is today worth but $70.89 at 3½ per cent compound interest. An amount of $70.89, therefore, is saved by reroofing and $15.80 by recoating, a difference of $55.09. In the case of the reroofing job, however, we allowed $40.00 to be expended in seven and one half years to reflash the building completely and to touch up. At 3½ per cent compound interest, this $40.00 is worth but $30.50 today. Therefore, in this theoretical problem there is indicated a saving of $55.09 minus $30.50, or almost $25.00, to the building owner. This $25.00 is the saving made *today* by reroofing for $200.00 instead of recoating for $100.00. Of course, there is also an additional saving in administration costs, in the costs of taking bids, in supervising, and in inspecting the work. This does not mean that it never pays to recoat, but it does mean that it very rarely, if ever, pays over the long run. There are, however, a

number of buildings and a number of situations in which the deferment of cost is either absolutely necessary or so highly advisable that taking a small eventual loss is worth while.

By the same token, recoating is a better paying proposition than an extensive patching job. Of course, there are special situations in which the topcoating of pitch has rolled or worn off for extraordinary reasons and in which the balance of the roof is fairly new and in excellent condition. Here a recoat would be advisable. Generally speaking, a recoat should never be ordered until a piece has been cut out of the roof and examined carefully to determine its construction and condition. Before recoating, the following essential rules should be applied:

1. The roof should be not more than fifteen years of age and preferably not more than ten.
2. The top plies of felt should not be powdered, exceedingly dry, or badly worn down.
3. The roof should be constructed of heavy felts thoroughly saturated and so completely stuck together with pitch that in no place does felt touch felt.
4. The roof definitely should not be cracking or splitting open.

Recoating a roof is a job that cannot be done with facility or exactness by the ordinary building crew. It is strictly a roofer's job and should be let to a competent and reliable contractor. All contractors who are asked to bid on such a job should be furnished with complete specifications such as those given below:

RECOATING GRAVEL ROOFS[1]

*First:* Sweep up all gravel with push brooms and fine brooms and screen gravel. Remove all dirt and rubbish from premises.

*Second: Flashings:* Take off all old lath and loose flashing material. Reflash all walls, chimneys, skylights, and all other vertical surfaces by setting in two layers of.....15-pound tarred felt and one layer of.....55-pound smooth surface roofing, all mopped solidly together and to the underlying surface with..... pitch, extending not less than six (6) inches on the vertical surfaces and at least four (4) inches out on the roof, all to be securely fastened with No. 1 new white pine lath dipped in .....creosote oil and nailed with iron cut nails. Tops of all flashings shall be cemented with.....plastic roofing cement, and entire flashing and walls shall be mopped two brick courses above top of flashing. Mopping to be done only when walls are dry.

*Third:* Scrape to a smooth surface all cracks, broken places, and where felt is bare, worn, and dried out, and patch such defective sections with three (3) plies of.....15-pound tarred felt mopped solidly together and to the underlying sections with.....pitch, so that in no place shall felt touch felt.

[1]The blanks should be filled in with the trade or manufacturer's name of the product desired before submitting to roofers. Well-known firms or standard materials are recommended.

*Fourth:* Over entire roof surface pour from a dipper a uniform coating of.....tar and pitch composition. Composition shall be ninety (90) per cent pitch and ten (10) per cent tar, into which while hot shall be embedded old screened gravel and sufficient additional new.....specification gravel to cover thoroughly the roof and hold all of the composition in place. All gravel shall be dry and free of dirt.

Fifty (50) pounds of composition shall be used for recoating each one hundred (100) square feet of roof.

*General:* Contractor shall furnish all labor and materials to complete work in accordance with above specifications. Contractor shall carry public liability and workmen's compensation insurance and guarantee the job watertight for a period of three (3) years.

A specification should be flexible and should be changed to apply to special circumstances such as the following:

1. A building may have metal base and cap flashings in such good condition that the flashings will not have to be renewed.
2. Especially dry felts on the one hand or well-saturated felts on the other may require that the percentages of pitch and tar be increased or decreased.
3. Special work, such as flanges on vents, gravel guards, or metal doorsill flashings, may be discovered to be necessary.

The building manager should take care that the work is done in strict accordance with the specifications and for the price asked. Under no circumstances should the job be done while the roof is wet. Because of the nature of the work, it is well to inquire into the state of the contractor's insurance to be sure that he carries public liability and workmen's compensation insurance. An experienced roofer will also have property damage insurance. The contractor should also guarantee the job watertight for a period of at least three years following the date of completion. Further information on specifications and on special situations can be secured from a number of well-known manufacturers of roofing materials.

## REROOFING

Probably the most economical procedure on a faulty pitch, felt, and gravel roof is for the building crew to patch as long as is feasible. However, when the situation becomes so general as to be out of hand or the maintenance costs become excessive, the cheapest long-run procedure is to reroof immediately. Reroofing, like recoating, is strictly a roofer's job and should be let to a reputable and conscientious contractor.

The preparation of the roof for reroofing is similar to that for recoating. The old roof should be carefully broomed and swept free of all loose gravel and should be dry, clean, and free from dirt. All powdered felts, cracks, or holes should be patched, as has been described, with two plies of regular roofing felt. All blisters should be cut open, cleaned, and patched. When this is done, the roof is ready for the application of the felt.

The number of plies or thicknesses of felt to be applied is a matter that is within the discretion of the building manager. It is true that up to a certain point each additional layer of material adds to the life of the completed roof. The point of diminishing returns, however, is reached very quickly. Roughly speaking, this point is arrived at with the application of the fifth sheet. A sixth sheet is practically unheard of and does not add life commensurate with its cost. Even five sheets are not used except on the most expensive jobs carrying a long-term bond; four are more usual; and three are sufficient for most purposes and, in many ways, are most economical in the long run. However, under no circumstances should any fewer than three complete plies be used in any reroofing job.

There are a great many manufacturers of roofing felts, and the felts come in a number of weights and thicknesses. The thickness is generally measured by the weight of felt per 100 square feet, the most common weights being 12, 14, and 15 pounds. The additional cost of using 15-pound felt over that of lesser weights is so slight (6 per cent to 10 per cent) that, with but few exceptions, it is the most advisable material to use. Felt of substantially greater weight than 15 pounds is not recommended, except occasionally as a cap sheet, because it has a tendency to buckle. The felt itself should be composed of good rags and jute pounded into a felt strip and thoroughly saturated with coal tar. It should have no visible defects nor weaknesses, and particularly it should be exceedingly pliable and not subject to cracking or breaking even under repeated bending. The 15-pound felt commonly comes in rolls 32 inches wide. Each roll should contain 432 square feet and weigh about 65 pounds. Probably the best insurance against "gyp" felt is the seal of a well-known manufacturer. As a minimum, however, the felt should comply with

specifications HH-F-201 issued by the Federal Specifications Board, a portion of which is here reproduced:

> The finished material should be free from visible external defects, such as holes, ragged or untrue edges, breaks, rents, cracks, or indentations. The rolls should be capable of being unrolled at temperatures between 50 and 90 degrees F. without sticking to such an extent as to cause injury.
>
> The surface of the felt should not be coated or covered with talc or other substances which might tend to interfere with the adhesion between the felt and the plying cement. The surface should be uniformly smooth and should be free from areas or patches of unabsorbed saturant and superficial dry spots.

| | Maximum | Minimum |
|---|---|---|
| Gross weight of roll.....pounds.... | 80 | 45 |
| Weight of wrapping, packing, etc. pounds.... | ½ | —— |
| Weight per 100 sq. ft. exclusive of wrapping, packing, etc.....pounds.... | 15 | 13 |
| Pliability at 25 degrees C. (77 F.) (cracking on bending over a 1/16 inch mandrel through an arc of 180 degrees)..... | — | None |
| Average breaking strength: | | |
| With the fiber grain.....pounds.... | — | 30 |
| Across the fiber grain.....pounds.... | — | 15 |
| Thickness of desaturated felt.....inch.... | — | 0.025 |
| Ash of desaturated felt.....per cent.... | 10 | —— |

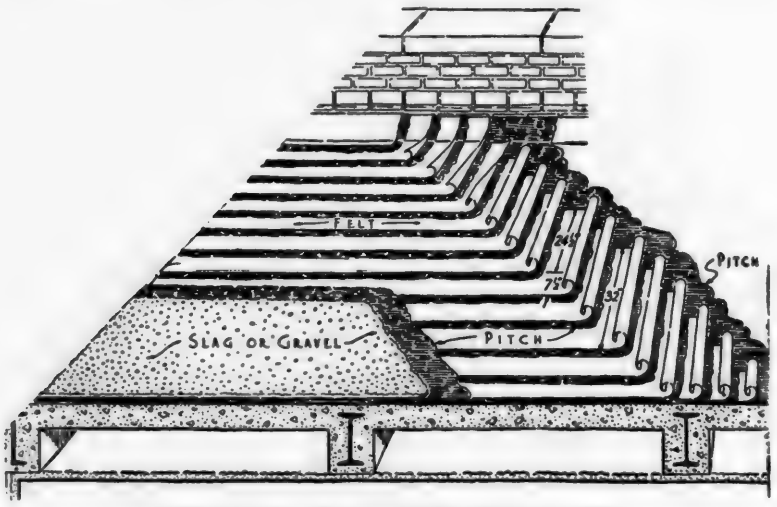
When the old roof has been prepared, the felt is commonly laid in long strips, each overlapping the preceding strip to such an extent that at no place on the completed roof are there less than three thicknesses of felt (or four or five, as the case may be). The roofers should always start laying from the low point on the roof, and all felt should lie at right angles to the incline of the deck. On some roofs it may lie in a number of different directions, but this should always be indicative of changes in the pitch of the roof deck. It is good practice to cover such changes in the direction with a "lockstrip" of extra felt.

The method of application of the first sheet varies a great deal with the condition and composition of the old roof and, of even greater importance, with the composition of the deck underneath. The most advantageous procedure is, of course, to flood the old roof with pitch, using a mop, and to embed the first new sheet in it securely. No portion of the new sheet should be in contact with the old roof. This is possible where the deck proper is of poured

concrete or poured gypsum. However, where there is a wooden deck, the new roof should be laid on top of the old roof dry or very nearly so. In other words, the underneath sheet should lie directly on the old roof with no coating of pitch in between. If it is to be stuck down at all, it should be "sprinkle mopped" or "spot mopped." This procedure, as the terms imply, involves applying occasional sprinkles or spots of pitch that will help hold the new roof down but still allow for great differences of expansion and contraction between the wooden boards, the old roof, and the new roof. If this is done, cracks and splitting below will not be transmitted to the new covering. However, even if the deck is of concrete, if it is less than three or four inches thick, the first sheet should be "strip mopped" to the old roof. Even with a heavier deck, if the old roof is covered with a great deal of bitumen (i.e., a roof with a particularly heavy topcoating of pitch or a roof that has been recoated), or if the old roof is composed of asphalt sheets, "strip mopping" should be used. This involves the application of hot pitch by mopping in strips. Most commonly seventeen- or eighteen-inch strips of pitch are mopped in each thirty-two inches, or twenty-two inches in each sixty-four. This allows for sufficient movement in the old top without that movement affecting the new roof.

When it has been established what the bond between the old and the new roof is to be, the sheets are laid each overlapping the next in such a way that the entire roof is of the desired thickness or plies. They should be laid without wrinkles or buckles. These plies are to be mopped solidly together with pure pitch. By "solidly" is meant that the pitch is applied so uniformly and thoroughly that it covers each sheet so that in no place on the entire roof does felt touch felt. This is of the utmost importance, for it is this coating between the sheets that is the actual waterproofing agent and, with the topcoating, largely determines the life of the roof. An additional ply of felt, therefore, is of value primarily because it means another coating of pitch. Felt, no matter how carefully made or how thoroughly saturated, is merely water resistant. Pitch is waterproof.

These plies of felt, in so far as possible, should also run far enough so that they lap between six and ten inches onto all vertical surfaces. This applies particularly to all walls and large chimneys.




FOUR-PLY PITCH, FELT, AND GRAVEL ROOF IN PROCESS OF CONSTRUCTION

Each strip is lapping the next to such an extent that the entire roof is four sheets thick. A portion of the top has been poured and the gravel applied. Notice that the sheets in the rear are running a number of inches up onto the parapet wall.

All plies should run up this distance and be tied to the wall with a mopping of pitch. There are a few circumstances in which a "floating roof" is desired. This means that the plies are cut off exactly at the juncture between the deck and the vertical surfaces. These seams should be heavily flooded with pitch to make them watertight. The most usual circumstances calling for such a roof occur in a building where the materials of which the deck and walls are composed have greatly different expansion rates, or where there is a strong suspicion that the walls are particularly open or subject to leak. While a floating roof is not quite as secure as the roof that continues on the walls, in the former case it prevents extensive cracking and in the second eliminates the possibility of water from wall leaks getting under the roof top proper.

## FLASHING

Before applying any new flashing, all old lath should be removed from the walls and all loose flashing material cut away. The new flashing, as a minimum, should consist of two fifteen-pound felts and one fifty-five pound, smooth-surface roofing felt,

all featheredged and mopped solidly together and to the underlying surface. (Smooth surface roofing is a heavy felt with a hard asphalt coating. Occasionally mineral surface roofing is used and sheets up to ninety pounds. The mineral surface is asphalt coated with slate grindings. It should not be mopped with pitch.) The felts should be in the form of a strip that follows the contours of the vertical surface and extends not less than four inches out onto the new roof and six inches up on the wall. This counterflashing particularly should run above the regular roofing that is extended up onto the walls. The top of the flashing should be fastened to the wall with lengths of lath nailed on eight-inch centers with steel cut nails. The nails should penetrate well into the mortar between bricks if it is a brick wall or directly into the concrete if it is a concrete wall. The lath previously should have been dipped in (not brushed with) creosote oil. Probably the best and most economical lath is No. 1 white pine if it is new and is used with oil preservative. The tops of all flashings, cracks between laths, and all other seams and cracks should be carefully and thoroughly pointed with a good plastic cement. The entire surface up to a point eight inches above the flashing should then be mopped with hot pitch. The flashing procedure is somewhat different if there are old metal base and cap flashings. Occasionally, under these circumstances, it will not be necessary to reflash at all. Usually, however, it is best to flash completely over the areas without removing the old metal.

Metal base and cap flashings may also be installed in reroofing. They are the ultimate in protection, but it is doubtful if they warrant the cost involved. They are used most frequently on bonded roofs, and specifications for their application may be secured from various manufacturers.

To run the roof proper up onto such small surfaces as vent pipes, small chimneys, supports, and poles is not always feasible. If they are equipped with flanges, the roof should be laid under the flange and then the flange fastened to the roof with a number of strips of felt. If there is no flange on the vent or support, it should be collared as well as possible with fifteen-pound felts or fabric and then carefully flashed with plastic cement. On a particularly hard concrete wall where nailing is difficult, the flashings may also be set in roofing cement without using lath.

Where there is exterior instead of interior drainage and therefore no parapet wall for the deck to tie into, the problem is somewhat different. The gutter flange should be lifted, if practical, and the new roof laid under it. Then the flange must be stripped to the roof with a number of plies of felt. A gravel guard or metal ridge to keep gravel from the gutter is good practice, particularly if there is a rather steep incline. Less expensive, however, is a strip of lath along the edge of the roof. This will not only hold the gravel back but will also help tie the roof edge down.

The topcoating of pitch should be pure pitch, and it should be applied, as in a recoat, hot and from a dipper or can. It should not be mopped on. The pitch should not be heated above 400 degrees Fahrenheit. If it is too hot, it not only goes on too thin, but will "burn" the felts and hasten their deterioration. A common indication of heating beyond this point is a cloud of bright yellow smoke emitting from the kettle in which it is heated. The pitch should be poured on so heavily that on a three-ply roof there are, between felts as well as on the top, not less than 125 pounds for constructing each 100 square feet.

While the pitch is still hot, sufficient gravel should be embedded so that the roof is thoroughly covered and so that there is not less than 400 pounds per 100 square feet or, if slag is used, not less than 300 pounds. Gravel or slag for roofing purposes should be of such size that it will all be retained on a one-eighth-inch sieve and all passed by a three-fourths-inch sieve, with not less than 80 per cent passing a five-eighths-inch sieve and retained on a one-fourth-inch sieve, according to Federal specifications. All gravel must be dry and free from dirt. The most common tops are regular washed gravel and crushed blast furnace slag, though in many parts of the country the use of crushed rock, crushed brick, or shells is more economical. For these materials the specifications are somewhat different and should be secured from a manufacturer.

As in the case of a recoat the contractor should be furnished with specifications, should carry the proper insurance, and should guarantee the roof watertight for a period of at least five years. It is important in this regard to remember that, except for a few extraordinary cases where leaks develop for unusual reasons early in the life of the roof, a guarantee is of little value except in so

far as it is indicative of the roofer's confidence in a roof well applied with good materials. A guarantee will not keep the roof from leaking and will not pay for redecorating apartments that get wet. It is a maintenance department's duty, therefore, to get a good roof properly specified. Even a poor roof (a "skimp job") will usually outlast a roofer's guarantee.

It is well to make a "cut test" on all new roofs after all the felt is laid and before the top is poured. This involves cutting out a flap of completed roofing a number of inches wide and as long as the width of a full strip of felt. The edges of this flap should be examined carefully to determine particularly: (1) whether the specified number of plies is present uniformly throughout the roof and (2) whether each ply is mopped solidly and completely to the felts with which it comes in contact. No reputable roofer will object to his roof being cut in any spots the inspector desires or in a reasonable number of places.

Such a roof as has been described in the foregoing is called a "fifteen-year-roof" and is similar to that bonded by manufacturers for that period. It should last as long as twenty years. Proper specifications for the application of that roof should be on a pattern such as the following:

Reroofing Gravel Roofs Three (3) Ply[2]

*First:* Scrape old roof as smooth as possible, sweep all loose gravel into piles, and remove dirt from roof and premises.

*Second:* Patch all cracks and broken places with two (2) plies of .....15-pound tarred felt.

*Third:* Over the entire surface lay three (3) plies of 15-pound..... tarred felt, lapping each sheet twenty-two (22) inches over preceding one, mopping with.....pitch the full twenty-two (22)-inch-lap on each sheet so that in no place shall felt touch felt.

*Fourth: Flashings:* All old lath and loose flashing shall be removed. Run all three (3) plies of roof felt up against all walls, chimneys, skylights, and all other vertical surfaces not less than six (6) inches above roof. Counterflash all flashings by setting in two (2) layers of 15-pound.....felt and one (1) layer of..... 55-pound smooth surfaced roofing all mopped solidly together and to the underlying surface with pitch, extending up all vertical surfaces not less than six (6) inches and out on the roof at least four (4) inches all to be fastened securely with new No. 1 white pine

[2]Blanks should be filled in with the manufacturer's name.

lath, dipped in.....creosote oil and nailed with iron cut nails. The top of all flashings shall be cemented with..... plastic roofing cement, and entire flashings and walls mopped two brick courses above top flashing. Mopping shall be done only when walls are dry.

*Fifth:* Over the entire surface pour from a dipper a uniform coating of.....pitch into which, while hot, embed not less than four hundred (400) pounds of gravel for each one hundred (100) square feet or, if slag is used, not less than three hundred (300) pounds for each one hundred (100) square feet. The gravel shall be from one quarter (¼) inch to five eighths (⅝) inch in size, dry and free from dirt.

All felt shall be laid without wrinkles or buckles. Not less than one hundred twenty-five (125) pounds of.....pitch shall be used for constructing each one hundred (100) square feet of completed roof, and the pitch shall not be heated above four hundred (400) degrees Fahrenheit.

*General:* Contractor shall furnish all labor and material in accordance with above specifications. Contractor shall carry public liability insurance and workmen's compensation insurance and shall guarantee the job watertight for a period of five years.

Occasionally it will seem advisable to procure a longer-term guarantee than that which can be had from a roofer. If so, a bonded roof may be applied with a long-term manufacturer's guarantee. This bond is expensive, and, on the whole, it is not worth while on income properties where the management has confidence in the roofers employed, the materials applied, and their own specifications. However, a bond is a long-time insurance against trouble or the necessity of a reroofing expenditure before the term of that bond expires. It is particularly valuable for the little fellow who cannot get expert advice and inspection from manufacturers through volume as does a larger management organization. On the whole, a bonded roof costs more, exclusive of the bond itself, than an ordinary roof, particularly if the flashings are bonded also, because the specifications become quite exact and expensive. Of course the cost of the roof varies with the length of the bond. A twenty-year bond, for instance, calls for a five-ply roof and metal flashings. In addition to the roof cost, there is a charge for bonding graduated about like this:

10-year bond.....25 cents per 100 square feet.
15-year bond.....50 cents per 100 square feet.
20-year bond.....75 cents per 100 square feet.

There is ordinarily a minimum charge of $25.

## A "TEAR-OFF" JOB

The fourth possibility to be considered when confronted with extensive trouble is a "tear-off" job. There are occasions when

it may be highly advisable to tear off the old roof before applying the new one of pitch, felt, and gravel. The most common reasons for doing so are:

1. A roof that has been recoated two or more times — certainly if as many as four coating jobs have been performed.
2. An asphalt roof that is under five years old. There is almost always some difficulty when a new roof is applied over an old asphalt surface. The degree of this difficulty is likely to increase in proportion to the youth of the asphalt roof to be covered. In other words, the more "live," or volatile, asphalt present, the greater the trouble.
3. A leaky roof covering insulation. Wet insulation can lead to many difficulties, including those of sanitation. When it has become badly soaked, both the old roof and insulation should be removed.
4. All standing seam metal roofs.

If an old roof is torn off, the deck should be clean, dry, and free from loose material. The specifications should require the removal of all trash from the premises with reasonable rapidity. The balance of the specifications are similar to those considered under "Reroofing." The method of application of the first sheet depends on the type of deck, its composition, construction, thickness, and degree of incline. Generally speaking, the first sheet should be mopped solidly to a concrete or gypsum deck, strip mopped to a concrete deck less than three or four inches thick, and sprinkle mopped to a wooden deck.

## THE ASPHALT ROOF

The other common covering on income properties is the built-up asphalt roof. Its composition and method of application are similar to those used with pitch, felt, and gravel. The felts themselves, however, are impregnated with an asphalt composition instead of pitch or tar. The roof itself commonly consists of from two to five plies of fifteen-pound felts. Very frequently the top felt is of heavier construction, thirty pounds or more, and is then called a cap sheet. The heavy felt may also be used on the bottom as a base sheet. Whether it is more advisable to put this heavier sheet on the bottom or top is a matter about which there is some difference of opinion, and professional advice is recommended.

The asphalt felts are mopped together in the same manner as the tarred felts, but with hot asphalt. The top sheet is also given a finishing coating of hot asphalt, and the roof is completed.

*The flashing construction* is identical with that described before except, of course, that asphalt felts and mopping are used.

*The technique of locating and patching leaks* on an asphalt roof is the same as on a gravel roof. It is likely, however, that a leak origin may be slightly farther away because drainage is faster on an asphalt roof of the same slope. We might extend the limits of the circle from fifteen feet to eighteen or twenty feet. The best method of patching is with plastic cement and cheesecloth as has been described. There are a number of asphalt preparations on the market that are poured cold on a roof. These materials usually set very hard, however, and cracks in the roof top are quickly transmitted to the asphalt coating. Blisters and buckles ordinarily appear with much greater frequency on an asphalt roof than on a pitch and gravel roof. They should be slashed and patched at their inception. For a patch as large as that necessary to cover a cut blister or a large hole, regular asphalt felts should be used set in with any one of the cold asphalt preparations on the market. They should be applied, as has been described, on clean, dry surfaces only, and the felts should be carefully featheredged. A hot asphalt patch applied by a roofer is, of course, to be preferred.

*Recoating* such a roof is of even more dubious value than topcoating a gravel roof, particularly inasmuch as it means nothing more than running a mop with hot asphalt over the roof. It is a more economical procedure generally than just plain patching, especially since such a job should include cleaning the roof, cutting and patching blisters, and patching all holes, cracks, or bare spots before the mopping of asphalt is applied. It may also include reflashing. However, it is a great deal less economical than reroofing because asphalt differs from pitch in that it can be applied in only a very thin coating. It also sets so hard that faults in the old roof are apt to reappear almost immediately. If a decision is made to recoat an asphalt roof, it is of great importance to make sure that the roof is primed before recoating. Asphalt is quickly absorbed by felts; if the roof is recoated without priming, dry felts will soak up all the new material, and in a short time there will be no topcoating at all.

*If a new asphalt roof is to be applied,* the same procedure of cleaning the old roof and cutting blisters is followed. The method of application of the first sheet depends upon the construction of

the deck and the old roof. On a steep surface it will have to be nailed down as well as cemented. A new asphalt roof can, of course, be mopped solidly to an old asphalt roof. However, it is generally impractical to put an asphalt roof over an old pitch, felt, and gravel covering. Asphalt felts may be applied to an old asphalt roof in cleaner fashion than tarred felts can be set on an old gravel surface. They become an integral part of the old roof. For this reason, under ideal conditions, as few as two sheets may be used in a reroofing job. Following are specifications for a minimum reroofing job using asphalt products:

Specifications For Reroofing Asphalt Two (2) Ply[2]

*First:* Broom clean the surface of the old roofing and make smooth, and slash blisters and buckles to eliminate any gases which may be contained therein.

*Second:* The old roofing shall be mopped solid with asphalt, and over the entire surface shall be laid two (2) plies of.....15-pound asphalt felt lapping each sheet seventeen (17) inches over preceding one, mopping with asphalt the full seventeen (17)-inch-lap on each sheet so that in no place shall felt touch felt. The roof surface shall be finished with a uniform coating of.....asphalt.

*Third: Flashing:* Remove old wood laths and any old flashing material, reflash with two (2) plies of 15-pound.....asphalt felt set in separately and cemented together with asphalt; over these two (2) plies shall then be installed a 55-pound.....ready roofing mopped to felts, cut off at the angle of roof line and perpendicular surface. A creosoted lath shall then be used nailed with steel cut nails and pointed at the top with plastic cement. This flashing shall then be completely mopped with asphalt. On the penthouse and other walls which are of concrete shall be installed a plastic cement flashing consisting of three (3) plies of.....15-pound asphalt felt set in separately and cemented together with..... plastic cement.

*General:* Contractor shall furnish all labor and materials to complete the work in accordance with above specifications. Contractor shall carry public liability and workmen's compensation insurance and guarantee the job watertight for a period of five (5) years.

*It is rarely necessary to tear off an old asphalt roof* before reroofing with asphalt, and this should not be done unless the felts are so reduced to dust and free of saturant and bitumen that they are practically useless. If an old roof is full of buckles, it is best to slash the entire roof at random. Merely cutting the individual blisters will not be sufficient. Splitting in an asphalt roof can be eliminated to some extent if the roof construction is confined to the application of felts in one phase. Base and cap sheets heavier than

[2]Blanks should be filled in with the name of the product desired.

fifteen pounds should not be used on trusses or steep surfaces inasmuch they add weight and reduce tensility.

Because of the peculiarities of the materials and their tendency to blister and crack, the application of an asphalt roof is more difficult than that of pitch, felt, and gravel. Few roofers do as good a job, and many are completely incompetent to work with the material. It is recommended that such work be let only to a contractor who has had experience in and has acquired a reputation for asphalt application.

## ASPHALT VS. PITCH, FELT, AND GRAVEL

The pitch, felt, and gravel roof and the asphalt roof are the two most common and most economical roofs, particularly where the incline is not more than eight inches to a foot. Which of these two roofs is the better is perhaps the oldest and most heated argument in the roofing game. The advantages of asphalt over gravel are:

1. It is definitely cheaper. An asphalt roof of the same construction (i.e., the same number of plies, same application, same weight of felts) will cost about 90 per cent of that composed of pitch, felt, and gravel. Of course this figure varies with conditions and local prices, one of the largest variable factors being the height of the building to be roofed. It costs money to hoist gravel. However, it seldom will vary beyond the limits of 85 per cent to 95 per cent.
2. It is easier to locate leaks. No extensive brushing is required to show up hairline cracks or small holes.
3. It is easier to patch because the surface is flat and clean.
4. It is easier to keep clean. For example, it can be hosed off under pressure.
5. Many people believe it to be superior in appearance and prefer to use asphalt on a court roof. It may even be painted with color.

The advantages of pitch, felt, and gravel roofs over asphalt are legion. Perhaps the most important advantages are derived from the rates of water absorption of the two coverings. It is an established fact that an asphalt roof absorbs water, while a good pitch and gravel roof is actually preserved by dampness. Tests have been performed using all the better-known brands of asphalt and coal-tar pitch. They involved submerging the materials in water for a long period of time and measuring the absorption by weight at the end of specified cycles. The best record for an asphalt product at the end of 500 days was made by a material

that absorbed 2.5 per cent of its own weight in water. The worst record for pitch at the end of the same period was made by a brand that absorbed 0.6 per cent. The widest discrepancy was noticed at the end of 170 days when one asphalt material had already absorbed 5.5 per cent of water and the best pitch record was 0.2 per cent. In other words, asphalt coatings will absorb from four to twenty-eight times as much water as those composed of coal-tar pitch. This means that an asphalt roof can *never* be applied on a deck where water stands habitually for even a short period of time. It should be used only where the drainage is very rapid. It is equivalent in value to a pitch roof only when used on a truss where there are virtually no valleys and where the water disappears immediately.

Probably the greatest single advantage of a pitch roof is that it is self-annealing. Pitch has a low melting point and, if cracked, will slowly run together again during warm weather. For this very reason it was impractical until a few years ago to use pitch on a roof with a slope of more than two inches to a foot. On a steeper slope, even with gravel to hold it in place, the pitch after a succession of very hot days would begin to slide and would leave the top part of the roof bare. Consequently, asphalt roofs were applied to all decks with an incline greater than two inches, even though the roof was level in other spots. Recently, however, a so-called "steep" pitch has been developed. It has a fairly high melting point and will allow the application of a gravel roof on virtually any of the surfaces that before took only asphalt. Of course the slightly higher melting point destroys a portion of the self-healing properties of pitch. These properties are still present, however, even if to a more limited degree, and "steep" pitch now makes available the other advantages of gravel roofs to a large number of decks that could never be roofed that way before. Asphalt coatings, of course, set very hard and have a very high melting point; and when cracked, they stay cracked.

Probably the greatest destructive element to roofs and roofing of all kinds is not water but sunlight, or rather the short wave radiant energy in sunlight known as ultraviolet rays. Roofs, therefore, burn out more frequently than they rot out. Gravel performs two important functions in this connection. Firstly, it reflects from the roof top a large percentage of these rays, and,

secondly, it acts as a binder in holding a large amount of bitumen on the roof top. This bitumen, whether asphalt or pitch, is the greatest life-giving element and protective material used in built-up roofs. This same difference of heat reflection and heat absorption also means that the top floor or attic space under a gravel roof will be slightly cooler in summer than one under a black asphalt coating. Gravel not only allows for a heavy pouring of pitch and protects it from sunlight, but also protects that coating and the felts beneath from other destructive forces. It forms a wearing surface, and such a roof will not be damaged as easily by traffic, hail, and ordinary wear and tear.

Gravel is also a fire retardant, is rated Class A by the Underwriters' Laboratories, and takes the base fire insurance rate. Not as many drains are needed on such a roof because the gravel slows the flow of water and lessens the possibility of backups.

Asphalt products are more difficult to apply, requiring warm weather, uniform temperature, and constant dryness during the period of construction to a greater degree than do pitch and tar. As has been pointed out, asphalt felts absorb moisture, and if this occurs during application, blisters and buckles appear in a short time. Also, asphalt and asphalt felt will not bond properly if chilled too suddenly.

Finally, and of greatest importance, pitch, felt, and gravel roofs last longer and require less maintenance for the reasons noted above. This is an established fact. Under similar conditions and with similar construction, such a roof will outlast asphalt by 50 per cent or more, depending primarily on the rapidity of the drainage and the number of days of summer sunlight to which they are subjected. To summarize:

1. Asphalt roofs cost but 90 per cent of what similar gravel roofs cost but rarely last more than 66 per cent as long.
2. Asphalt roofs are easier to maintain but require attention more frequently.
3. Asphalt roofs crack more readily than gravel roofs and do not have the same self-healing properties.
4. Asphalt roofs absorb moisture to a greater degree than do pitch and gravel and, when saturated, will allow water to pass through into the building.
5. Asphalt roofs are easier to keep clean but are somewhat less fire resistant.
6. Asphalt roofs are more difficult of application and more easily affected by weather during that period.
7. Asphalt roofs do not show as good service records as those composed of pitch, felt, and gravel.

## STEEP COVERINGS

We have now examined in detail the most common and the most economical roof coverings used on income properties. Their use, however, is somewhat limited by the slopes of the decks to be roofed. A regular pitch, felt, and gravel roof can be laid on slopes ranging from dead level up to two inches of rise in each foot of horizontal run. The same roof can be applied, using "steep" pitch, on surfaces sloping up to six and one half inches per foot. Asphalt coverings can be used on roofs as steep as eight inches. It must be remembered that nailing is necessary on the steeper inclines.

For roofs steeper than eight inches a large number of products are available. The most common are shingles: wood shingles, asphalt shingles, asbestos shingles, and slate-surface asphalt and asbestos shingles. A great variety of tiles are also in use: Spanish, Roman, Greek, French, English, and shingle tile. Slate is rarer, as are the various sheet-metal roofings of copper, lead, zinc, and aluminum. The most common of the metal roofings are tin or terneplate and galvanized iron. The problems arising in the maintenance of these roofs are highly specialized and vary a great deal with the material in use. One problem not present in the built-up roofs is that these other roofings are usually a highly important feature in the architectural ensemble of the structure they cover. Any complete roofing job must take this matter into consideration. For this reason replacements of individual shingles and tiles or of complete sections require careful consideration and an attempt to match the weathered materials already present.

It is true, not only of built-up roofs, but of any of these others, that the weakest part is not the roof top proper but its junction with the vertical surfaces — the hips, valleys, and changes in direction and degree of slope. Therefore these areas should be protected very carefully, and usually the flashings should be of metal.

The most common sources of leaks on shingle roofs are:

1. A hole punctured in a valley.
2. Chimney bases, particularly if there is not a metal flashing.
3. A valley strip that is not wide enough. A heavy rain may cause water to back up under adjacent shingles. This can be fixed by troweling plastic cement along the edge of the valley.
4. Holes, especially on ridges where nails have worked out. For this reason it is well to watch carefully exposed nails, particularly on a ridge where a long strip is used instead of lapped shingles. These nails will come out eventually.

5. A roof or portion of a roof that is pitched less than 45 degrees and where the deck below is not covered with a sheet of asphalt felt. This problem is also prevalent on tile roofs. There should always be a coal-tar or asphalt sheeting underneath the tile roof. Most of the difficulty encountered on such roofs can be found in the waterproofing agent underneath.

On a roof composed of individual unit pieces there are primarily but two maintenance procedures: (1) partial replacement; (2) complete replacement. The need for partial replacement is obvious upon the observance of flaws. When such flaws become a general condition, it is the sign for complete replacement. A wood-shingle roof should be replaced when a great percentage of the shingles are curled or split. The best coverings are No. 1 southern cypress, redwood, and the cedars, all highly decay resistant. Northern white pine and southern yellow pine are moderately so. The wood should be all clear and edge-grained. A slate-surface shingle roof should be replaced when the slate grindings are gone from the shingle tabs and they have, therefore, become dry, absorbent, and less fire resistant.

Specifications for reroofing with any of the materials listed above may be secured from a number of well-known manufacturers and from the United States Department of Agriculture.

## PRECAUTIONS

There are certain precautions to be observed by all maintenance men, regardless of the type of roofs with which their buildings are covered. Firstly, traffic is harmful to all roofs; it should be brought to a minimum and, if possible, eliminated. This, of course, does not contemplate such roofs as are constructed with regular traffic tops of brick, promenade tile, or macadam. Secondly, blisters, buckles, bubbles, cracks, and holes in a roof are danger signals. They should be attended to immediately, even though they do not leak at the moment. This is so because they spread, due in the case of blisters to the continued and accelerated production of gases and in the case of cracks and holes to the infiltration of water. Thirdly, as few holes as possible should be cut in the roof top. For example, if radio aerial poles are to be erected, it is infinitely preferable to lash them to vent pipes or some other such surface rather than to attempt to tie them to the deck.

Probably the most important precaution of all is, "Don't get gypped." "Caveat emptor" is perhaps more applicable to roofing

than to any other maintenance technique with which a manager comes in contact. Roofs ordinarily are laid by small contractors, operating on a small margin. They usually deal with people who know nothing about the business, and the methods of "skimping" a roof job are legion. A "gyp artist" can find ways of substituting inferior felt or felt of lesser weights, of lapping felts in such a way that there appear to be more thicknesses than are actually present, of not mopping solidly between felts, of swinging the dipper in pouring the top so that only a thin film is applied, and of heating the pitch to such a temperature that it flows very thinly. The best insurance against such jobs is to know the roof and know what materials to use and how they should be applied, to let any roofing work to a well-known and competent roofer with the work accurately specified, and, if possible, to have the work inspected and approved by inspectors furnished by manufacturers whose material is being used.

# REALTY NEEDS A "PUBLIC"

• CLEMENT E. MEROWIT, C.P.M.

REAL estate, supplying one of the fundamental needs of society, should be favored with public respect and support consistent with its prominence in American industry. Unlike other big businesses, however, it has failed to revamp its public policies in keeping with the development of a broader social approach. As a result it lacks both public esteem and favor. The time has come to consider the consequences of a continued disregard for public opinion.

Heretofore the question of realty's relationship with its public has been largely a matter which concerned the management of individual interests only. Some owners and managers found from experience that policies designed to establish understanding and goodwill were profitable in the long run; others were convinced that those who worked for them and the tenants they housed were ingrates of the lowest order who, shown the slightest consideration, would always take advantage of them.

Today, however, social and economic trends are manifesting themselves which make clear to more progressive Realtors the fact that the old impersonal treatment of personnel and tenantry is out of tune with the times; that unless a concerted bid is made for public favor, real estate may find itself up against several very serious problems.

For one thing, there is the matter of increased vacancies and a likely decline in rents. With few exceptions, the greater metropolitan areas are finding their welfare threatened by an alarming decentralization. A large portion of the population is deserting the older and more densely inhabited areas for the suburbs. This can result not only in blight, but it can jeopardize even the municipal income itself, which is largely dependent upon the economic stability of improved properties in the areas now being depleted.

Of the many possible causes, it would appear that resentment of shortsighted treatment by the landlord, or his representative, plays a significant part. Community developers, aided by government support, are not hesitating to play upon the prejudice against

the landlord in attracting tenants from urban apartments to the ownership of suburban homes. Furthermore, management associated with large-scale rental projects tends to be vastly more progressive. This appeals to the family which is interested in moving to the outskirts of the metropolitan area almost as much as the greater provision for light and air. Inquiry into this angle of the problem has already been initiated. If the hypothesis is substantiated, we may expect one of two eventualities: either self-imposed reform by real estate or intercession by municipal administration. Until now real estate has been able to get by with management known to be incompetent and wasteful. This movement away from urban centers promises more than any other single factor to focus attention on the need for reform — for the introduction of a *positive* design to win the renter's confidence and hold his custom.

## INSTITUTIONAL OWNERS MUST CULTIVATE PUBLIC GOODWILL

The interests most vitally concerned with this problem are the great insurance companies and banking institutions which today own (or are but narrowly removed from the ownership of) great blocks of improved real estate. The semipublic nature of their business and the fact that some are contemplating large-scale housing operations make this a subject demanding careful consideration.

These institutions are primarily in the business of banking and that of insurance. When a tenant becomes bitter because of the manner in which he is treated, his resentment is projected *beyond the agent*. The tenant's dissatisfaction is directed against the institution itself. The cumulative effect of many instances of engendered unfriendliness is bound to have its adverse effect upon the primary objectives of the company's business, despite all the progressive promotional efforts of other departments. The notion that the tenants do not know the real identity of the owner is entirely fallacious. Heretofore, expecting to dispose of their holdings, the institutions have not bothered to examine the situation. The present outlook indicates, however, that instead of raising rentals and being able to sell the properties they now own, they may be obliged shortly to take back a great many more, and be concerned with their management for some time to come.

The history of friction between landlord and tenant dates from the Dark Ages. From the time the landlord gave his freeman a plot of ground to work upon a share basis, the landlord has given little personal thought to the needs of his tenant. Today the commercial relationship between them is relatively barbaric. Animus against the landlord is the rule rather than the exception. This is doubly strange since the landlord is, in a sense, a public servant, providing one of the necessities of urban life. Actually, he should take a pride in his position in the community, a pride grown from responsibility well met.

For realty interests to allow this public disfavor to continue without a real effort at conciliation is to leave lying about the inflammable rags into which, at any time, the agitator of a pressure group may throw his match. Labor in this field has thus far remained reasonably tractable, but it is far from content.

Of equal concern to the Realtor should be the organization of tenants. Such tenant groups have a definitely useful function in our social setup. There are many matters in which the interests of both tenant and landlord are closely identified and require their combined study and co-operation for solution. But unless realty recognizes this fact and is prepared to meet it along constructive lines, its likely effort to choke off tenant representation will lend credence to the cry that no reasonable consideration or display of social consciousness may be expected from Realtors except that obtained through coercion. Result: coercion.

## REAL ESTATE NEEDS PUBLIC RELATIONS COUNSEL

It appears that the great hazard lies in the possibility of misguided representation of all parties concerned, and this is a problem which will require much patience and mutual understanding. It is just the kind of problem which calls for the services of the public relations counsel. To appraise fully the situation, to explain properly the problem to the real estate fraternity, to interpret realty's position to an unsympathetic public, and to bring about better understanding with this public are among the functions of specialists who should now be serving in this field.

Five short years ago the term *public relations* was known to a small number of people, and not even fully understood by them. Today virtually every progressive executive can tell you what

public relations counsel means and knows of several significant jobs which helped make industry conscious of the new profession. He has a wholesome appreciation of the importance to his business of policies attuned to public preference or designed to bring about a favorable attitude on the part of the consumer.

Only in real estate do we find an unfamiliarity with public relations — its objectives, its methods, and its value as applied in the business of merchandising living or other accommodations. This is the more singular since in favorable times real estate ranks second only to the industry of agriculture.

The methods of the public relations counsel have only recently been applied to the field of realty operations, where they are, as yet, generally confounded with publicity. Realty men lately have come to appreciate the promotional value of publicity. They have not, however, arrived at the point where they do research into profitable employment of public opinion to advance their aims. Creative work of this nature can be done only where commercial enterprise is willing and able to make a proper investment on behalf of the combined interests affected. That the large controlling interests in realty are not employing high calibre public relations counsel is due in part to the fact that they are not fully cognizant of their common perils and objectives and have not laid the foundation for acting together quickly on policies suggested by research.

The problem of neutralizing public animus toward the property owner is doubly complicated because of the fact that realty must rely upon its employees to do this job. Yet there has been no intelligent, constructive effort by real estate to bring about harmonious relations with its employees. Building employees must be brought to a point where, as representatives of the ownership coming in daily contact with its "consumers," they reflect a gracious hospitality. This calls for systematic training. In order to put its "house" on public inspection, realty will have to do some cleaning and see that its relations with its personnel are fair and friendly; that its public policy and business philosophy are in keeping with social progress. In this task Realtors need public relations counsel with specialized experience.

Real estate has other problems which the expert in public reaction can help to solve. To protect an older section of the city

from loss of population to a newer section is one task. An even more important job is that of helping realty relieve itself from a crushing urban tax which is still mounting. Just so long as the public remains unaware of, or indifferent to, the fact that it pays from 20 per cent to 35 per cent of its rent dollar to the city administration, little relief can be expected for the landed proprietor. Still another problem is inherent in the cultivation of noise consciousness and the promotion of air conditioning, as well as other technological improvements in dwelling comfort, which threaten the security of virtually all investments in city apartments.

Because the great financial institutions have come to recognize the value of the public relations counsel in other matters with which their interests are identified, and because they are now in the real estate business up to the hilt, it is only a question of time before they must take counsel in these and other subjects related to public goodwill. Theirs is the responsibility to undertake a campaign to bring about better understanding and mutual regard between those who supply metropolitan housing and those who dwell therein.

In a day of economic maladjustment and of pressure groups, an industry symbolized by the figure of Simon Legree needs a "public," and needs it badly! The days of hissing the villain are over. If Legree has any concern at all for his economic life, he will shave his mustachios and seek respectability and acceptance in a society which no longer subscribes to the doctrine of rugged individualism.

# SOUND MANAGEMENT POLICIES

• J. E. HOLLENBECK, C.P.M.

SKILL and mature judgment are necessary in determining rentals that tenants can pay — rentals that will produce the highest possible income. This is one of the most important duties of a property manager, for on these decisions and recommendations rests much of the success or failure of his employment. They determine whether the managed property is to pay a net return and, if so, how great a return; and they determine the current value of the investment.

Since the owner is, or should be, guided by recommendations of the property manager when rental schedules are adopted, when new leasing proposals are submitted, and when expiring leases are up for renewal, it is evident that the manager's recommendations are a supreme test of his ability. Sound judgment is imperative. He should know the market; he should know what a given tenant can afford to pay; and, if such tenant will not pay a fair rental, it is his responsibility to suggest to the owner that the property be held vacant until a satisfactory tenant is found. Such decisions are not only vital in determining the income from the property, but are just as vital in retaining the co-operation and confidence of the owner, which are necessary if the manager's employment is to be continued. Decisions involving rental schedules and substantial alteration expenditures cannot be delegated successfully to inexperienced or immature employees.

In addition to arriving at a fair rental that the tenant can and will pay, there are many other questions to be solved. Is the tenant's line of merchandise suitable to the particular location? Would the proposed tenancy be objectionable to other tenants? Would the tenancy raise the fire rate? Would the tenant require alterations to the store front or building that would make a short-term lease unjustified? Does the tenant's financial standing and credit report justify the rental and justify the owner making alterations, or should the tenant be required to make his own alterations? And, of great importance, will the tenant's line of

merchandise compete directly and materially with other lines in the same building?

The last question is worthy of comment inasmuch as the manager is usually left to battle it out with the tenants. Managers have different policies for handling this perplexing problem. A good policy to follow is: Never place a new tenant in a property or building (under one ownership) where there is already a tenant in the same *general* line except by special agreement between the tenants. For instance, it is not wise to place two ladies' ready-to-wear tenants in the same property, although a ladies' ready-to-wear store, a millinery store, and a shoe store, even though carrying competitive accessories, may be very acceptable tenants for the same building. It is difficult to control side lines or overlappings.

## TENANT MUST BE SATISFIED THAT RENT IS FAIR AND SET BY OWNER

Natural instincts of self-preservation and personal gain are conspicuous in landlord and tenant relationships. Just as a home owner values his home perhaps more than anyone else, especially more than a prospective buyer, and can see every advantage and every feature that might give it value, so is the average landlord inclined to appreciate every advantage of his income property more than anyone else, whereas the tenant is just as certain to see many unfavorable features affecting the property and is likely to magnify these points in order to obtain a low rental.

These are not new and strange conflicts. They are centuries old and will continue for centuries to come. Both landlord and tenant may be reasonable and fair-minded, and yet each may consider the other very unreasonable.

The manager is in the middle. He must be the peacemaker. It is often up to him to decide what is a fair rental. It is then his responsibility to convince landlord and tenant alike that the rent and other conditions in the proposed lease are fair and equitable. Often this requires salesmanship, tact, and training as both landlord and tenant must be satisfied that the transaction was handled fairly and impartially.

The tenant invariably feels that he is paying top rent. The manager is the go-between or the referee, and since he must

continue his relationship with the tenant, and such relations must be maintained upon a mutually satisfactory basis, it is highly important that the tenant be made to realize that the rental schedule is made by the owner and not the manager.

We have all had occasion to realize that the manager-tenant relationship immediately becomes impaired once the tenant is allowed to feel that his managing agent sets his rent. Of course, there are many times when this is the case as some landlords depend almost entirely upon the advice of the manager in setting up rental schedules. However, it has been found that the manager is genuinely handicapped in his negotiations with the tenant if and when he loses the advantage of the proverbial "cushion"—the owner.

## EDUCATE THE TENANT TO PAY RENT PROMPTLY

Chain stores and other well-established and financially substantial tenants pay their rent promptly when due as a matter of office routine. However, there is a tendency on the part of the average tenant to pay his rent sometime during the current month if he is convinced that the landlord requires it; but, if not so convinced, he is likely to let the payment run through to the following month and perhaps longer if the manager does not press him for payment. A great deal of effort and expense in the collection department can be saved in many instances if a new tenant, upon signing his lease and taking possession, is tactfully advised that he has a good landlord, but one who requires his tenants to pay their rent promptly when due. This is a valuable warning and one that is likely to save needless calls and letters. In addition to this, the collector should be instructed to follow new rentals closely and not to overlook any opportunity to impress upon the tenant that delinquencies will not be permitted. Through this method numerous tenants have been converted from "bad pay" into very satisfactory accounts.

To allow a substantial accumulation of past due rent almost invariably means losing the rent so accumulated, losing the tenant, and, such practice to an appreciable extent means also, losing the owner account. There are exceptions, of course, but this statement will hold in perhaps 90 per cent or even 95 per cent of the cases. Keen discrimination, attention, and judgment on the part

of the property manager are necessary in deciding in what particular instances and under what circumstances an accumulation of rent can be permitted.

We have all had occasion to learn this valuable lesson by actual observation and experience, and the sooner it is learned the better it is for the manager, the landlord, and, incidentally, the tenant in a good many cases.

If an account once shows definite signs of delinquency, it cannot be watched too closely. It may be a case where some accumulation is justified and, for good reasons, should be permitted. However, these are the exceptional cases, and usually the responsibility should be shifted to the owner by advising him of all conditions surrounding the case, with a request for his instructions.

If the collector is immature or not capable of using sound judgment, then such cases should be referred to the attention of the property manager for handling on advice from the owner if feasible.

The responsibility of the tenant, the security behind the lease, the prospect of payment, and various other factors are to be considered by the manager in his recommendation to the owner.

## PROMPT REMITTANCE AND REPORTS TO OWNER

Let us put ourselves in the owner's place and try to visualize which one of the services his property manager renders him is the most important and valuable to him. Is not prompt remittance near the top of the list? Certainly a check received promptly between the tenth and fifteenth of every month for rentals collected, together with a concise report giving the exact status of each tenant and receipted bills for any expenditures, acts as a continual reminder that his agent is on the job. In short, this one service alone will go a long way toward convincing the owner that his property is in good hands. Delayed remittances and, in many instances, using the owner's money to operate the manager's business have probably destroyed an owner's confidence in his manager more than any other one practice. The requirements for membership in The Institute of Real Estate Management are designed to eliminate this and other objectionable practices.

## TACT AND GOOD JUDGMENT NECESSARY IN HANDLING ADJUSTMENTS AND REPAIRS

All managers have received what were considered unreasonable requests, but which appeared to be entirely justifiable to the tenant—requests for an adjustment in the rent or an allowance of rent for an unreasonable period before the lease term starts, with the usual claim by the tenant that thirty to sixty days would be required for installation of fixtures; a tenant feels that the owner should redecorate the house or storeroom periodically, send the plumber to unstop the sink, or dislodge Johnny's ball from the toilet.

Usually these requests, which are often as insistent as they are unreasonable, are sincere on the part of the tenant. Of course, there are cases where an adjustment of the rent is advisable, where a reasonable allowance should be made for taking possession, for installing fixtures, etc. And sometimes the sink *is* stopped up and probably not the fault of the tenant; maybe the septic tank is filled, and an obligation on the part of the owner to relieve the situation exists.

Tact and good judgment on the part of the property manager must be exercised to point out to the tenant the injustice of his demand and the fact that the demand is not in compliance with his lease — assuming, of course, that the request is not justified. If, however, landlord liability exists, the manager should make the adjustment or repairs cheerfully and promptly and to the full satisfaction of the tenant if possible.

Requests from tenants for repairs should never be ignored. To do so causes complaints and dissatisfaction. If the request is just, the repairs should be made. If the request is unjust, the tenant should be so advised and the matter thus disposed of.

Serious liability may result from an indifferent or dilatory attitude toward requests for repairs. Suppose the tenant complains that an outside stairway is in need of repairs? Suppose the plaster is about to fall as the result of a leaky roof? Suppose the property manager has acquired the habit of ignoring such complaints or of waiting until the tenant complains the second or third time? Now let us suppose that the banister on the stairway gives way and the tenant or someone else is seriously injured; suppose the plaster complained of falls and fractures the skull of the tenant,

employee, or a customer! In view of evidence that the manager had been requested to make necessary repairs and failed to do so, it is clear that he has not only involved himself in a serious and possibly a ruinous damage suit, but he has also subjected his client to such liability. If, however, he had responded to the tenant's request, even though the request seemed trivial, and had made every reasonable effort to avoid such an accident, he would be in quite a different position.

Obviously, there are numerous small rental adjustments and minor repairs which should be determined and handled by the manager without reference to the owner. Likewise, there are other adjustments and repairs which, if handled by the manager without authority from the owner, might lay the manager open to criticism by the owner. Oftentimes the manager has specific instructions as to how far he should go in making adjustments and repairs. In the absence of such instructions, it is well to play safe and to submit the request to the owner if the case is not an emergency one and if the owner's reaction might be questionable.

## LEASES AND MONTH-TO-MONTH TENANCIES

The advisability or necessity for a properly drawn lease, or a letter in a month-to-month tenancy, signed by the owner or the owner's agent and approved by the tenant, may vary in different localities depending upon practices, state laws, tenants' exemption by statute, etc. However, in most cases definite, concise agreements in writing are preferable to verbal arrangements or loosely drawn written agreements. Certainly a lease properly drawn and executed, outlining not only the rental, but the covenants and obligations of both landlord and tenant, eliminates the possibility of unjust contentions and misunderstanding on the part of both landlord and tenant. Moreover, the rights of both are better protected in case of ejection or in case other differences arise. On the other hand, there is the argument of the landlord that the lease ties only him as the usual tenant (especially the residential tenant) is not responsible by reason of his personal exemption. This lack of responsibility does in a great many instances make a lease unjustified, and in such cases a month-to-month agreement, outlined in a letter setting up the conditions of the

rental (such letter to be approved by the tenant), would be preferable.

It would seem advisable to use a lease, properly drawn and executed, in all business rentals since there are usually merchandise and fixtures to be pledged as security for the lease.

## MANAGEMENT AGREEMENTS

The question has often arisen as to whether the inability of the writer's firm to secure a management agreement in all cases between the owner and the firm is due to lack of insistence upon it or whether similar troubles are experienced by other managing offices. It is admitted that such a management agreement should always be executed, and the form adopted by the National Association of Real Estate Boards has been used with proper modifications. However, it has been found to be impractical to use a similar form in all cases. Often the agreement is by letter. Occasionally an owner is agreeable to turning over the property for management, but wants no contract whatever in writing. Perhaps the management offices in the larger cities have less trouble with this problem. It would seem to be largely a matter of education of the owners by the management offices.

Undoubtedly an agreement outlining the basis of management should exist to avoid misunderstanding and consequent dissatisfaction on the part of either owner or manager. In cases where a specific contract cannot be obtained, a letter written by the manager to the owner, agreeing to manage the property upon the basis of the commission schedule as adopted by the local real estate board, with an arrangement whereby the relationship can be cancelled by either party on thirty days' notice one to the other, is often satisfactory. Of course, the understanding outlined in such a letter should be approved and accepted by the owner.

# USE OF KNOWLEDGE GAINED THROUGH RESEARCH

• H. P. HOLMES, C.P.M.

IN this article we shall attempt to show how information gained through research, discussed in the December issue of the JOURNAL, can be utilized. Unless we can find a practical application for these various facts and theories, the entire research will have been in vain. There is as little to be gained from scientific research without application as there is to be gained from "hunch operation" without research. We shall attempt to show:

1. How adherence to a time-proven policy may suddenly prove dangerous.
2. How we can reason upon faulty premises and thereby invite failure.
3. How we can take a rule generally accepted as truth and prove it something else.
4. How we can either gain or lose, depending upon the accuracy of our reasoning.

## ADHERENCE TO TIME-PROVEN POLICY MAY SUDDENLY PROVE DANGEROUS

To illustrate the first point, we have prepared a chart (see page 265) made up of three curves:

Average expectancy
Property Number 1
Property Number 2

The average expectancy curve here represents the median between active and counteractive forces. It is the course of least resistance, and if a property is permitted to drift, it will follow this curve at amazingly close range.

The other two curves represent the actual month-to-month performance of two nearly identical properties. They are both located in the same neighborhood in the same city square; their rear elevations face one another; two of their side elevations face the same street, but one building fronts north and the other south. The buildings are of equal size, of the same type of construction, in equally good physical condition, and receive the same type of

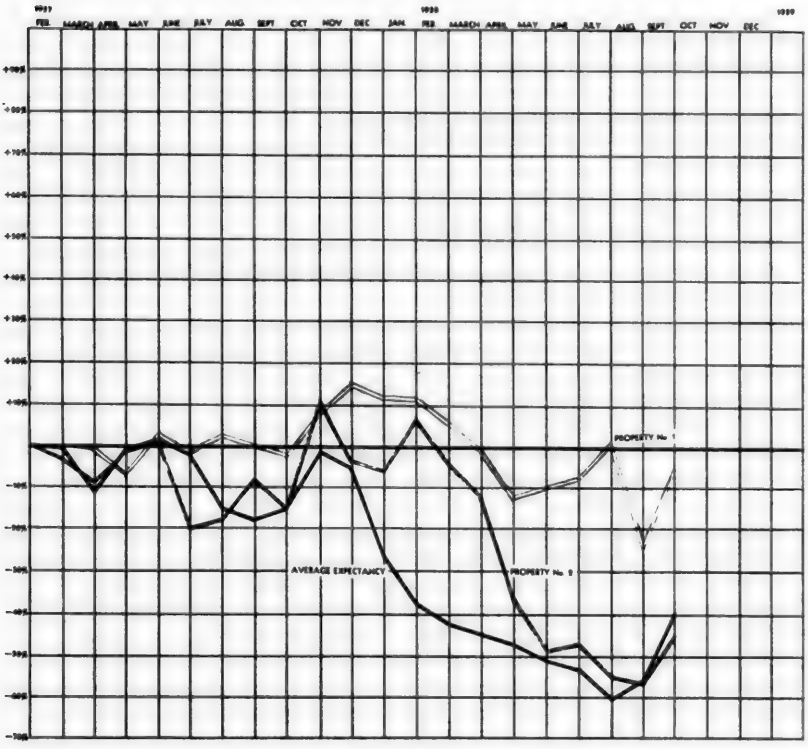



Chart No. 1

supervision. However, they have different owners and therefore have different operating policies governing them.

The neighborhood may be classified as a Rental District 2, inhabited by mixed nationalities and even mixed racial groups. Property Number 1 is not restricted to any of the racial groups. The actual performance of the building is gratifying: Even though it experienced a slight setback in April, 1937, it more than made up for this loss during the remainder of the year. Actually, sufficient gains were made to render negligible the losses during the spring and late summer months of 1938. In October, 1938, a point above the median was reached; its occupancy was 95 per cent, and the owner was satisfied.

Property Number 2 did not do as well. As can be seen from

the graph, it took a severer dive during the summer months of 1937 than even the average expectancy curve. During the winter of 1937-1938 it made a valiant effort to regain this loss, but found the downward pull of the average expectancy curve too powerful to resist. Both curves actually met in August of last year, and though the average expectancy curve charted a sharp rise from there on, Property Number 2 lagged behind.

What are the reasons? Why did these two properties perform so differently despite the fact that they are practically alike, with only the ownership different? What has ownership to do with operation if the operators are one and the same person or firm?

The difference lies in the owners' policies. Property Number 2 was thoroughly rehabilitated in 1936, and because of the good rental market at that time it was tenanted upon a highly restricted basis. No children and no pets of any kind were allowed, and the newness of the building was sufficient attraction to fill it at maximum rentals.

During the years 1936 and 1937 the building's performance was excellent. The owners were well pleased and began to rejoice over the additional earnings produced by the rehabilitation program. They were free in demonstrating their elation over the success of the venture, and, having previously proven the feasibility and profitability of rehabilitation, the management likewise rejoiced in success.

Then things began to happen. New houses sprang up here and there; 80 per cent loans changed to 90 per cent; down payments dwindled from 10 per cent to 5 per cent or less. The monthly payments created a state nothing short of Utopia, where ideals overshadow reason. For instance, the New Deal home owner may say: "I make $40 each week. You take $40 each month. That's fair enough, and if I can't keep the place up, if I can't wash it down every spring and decorate it completely every three years, you'll have to take it back! It doesn't cost me any more than the rent I would have paid elsewhere for less space and less air. At least I've gotten away from the landlord's domination."

Let it not be inferred that the majority of these new home buyers shirk responsibility and that the entire plan tends to be socially detrimental. It cannot be denied that home ownership makes for better citizenship. However, a considerable portion of our population will continue to require the landlord's super-

vision until our civic and social education has produced a generation qualified to participate in a new deal.

Be this as it may, the facts of most vital concern to us with reference to this particular problem are:

1. Numerous vacancies have been created in better sections, better neighborhoods, and better rental units partly because of the necessary downward adjustment in the tenant's economic condition, partly because of growing supply in the face of dwindling demand, and partly because of growing inducements to home ownership.

2. Because of these vacancies in better sections, the better occupants of buildings in less desirable neighborhoods find an opportunity to better their social standing at no extra cost — at no extra cost because owners and operators of better buildings in better neighborhoods naturally try to fill their building to maximum capacity at the best possible market price — and while prices are being forced down by lack of equilibrium between supply and demand, social levels, in this instance, are being raised at the expense of the landlord.

These are the two primary factors deserving of our consideration in this problem. It follows that since we are unable to control supply and demand, and since it is economically impossible to offer inducements consistent with those offered by the new building industry, only one solution remains — and that is the lowering of restrictions. We can readily see what this means. When a property is 50 per cent occupied by people desirous of living in the building because of its high restrictions, regardless of adverse neighborhood influences, and the owner is forced because of economic reasons to lower these restrictions so as to reduce the vacancies, then the property will have to go through a transition period from which it may emerge either better or worse — better, by some degree, than its present earning capacity while 50 per cent occupied; or worse because of downward adjustments of rentals and greater operating costs in competition with formerly unrestricted buildings.

## REASONING UPON FAULTY PREMISES

It is a human failing to use reason for the purpose of not finding the reasonable thing to do, but finding a reason for doing what we want to do.

Let us illustrate this point with the aid of two charts, represent-

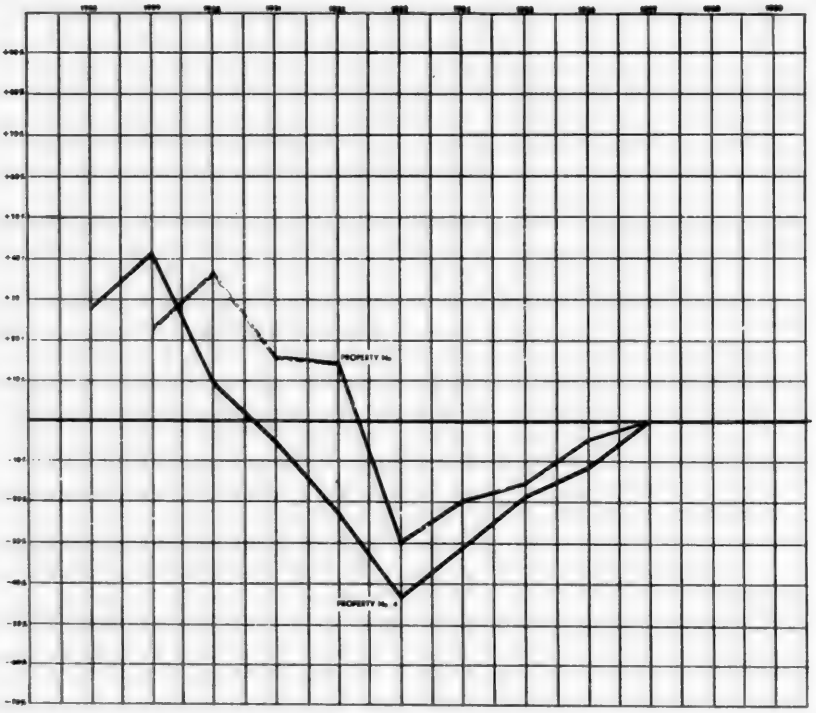


Chart No. 2

ing the activities of two properties. One chart views these properties in retrospect from a point at the beginning of 1937 to their respective inception, and the other portrays the monthly results from 1937 to the first of October, 1938.

In brief, these are the facts concerning them:

1. Both properties are individually owned and have never changed ownership.
2. Property Number 3 is a fireproof, elevator apartment building located in an exceptionally good neighborhood.
3. Property Number 4 is a three-story, walk-up apartment building of ordinary construction located in a second-rate rental district.
4. Both properties, since their completion, have been operated by the same management company under the same management policy.

In Chart Number 2 both properties show similar results. Everyone is familiar with the effects of the 1929 crash and the depression up to 1933 on all income properties. In comparing

the curve of Property Number 3 with that of Property Number 4, we find that the fireproof building in an exceptionally good neighborhood did not decline as rapidly as the other. This, however, is due to the fact that in 1931 some of the unfurnished apartments were furnished to comply with prevailing demand. Nevertheless, the arresting of the downward motion proved to be temporary only, and the property yielded to the impelling force of lowered public earning power.

In Chart Number 3 we let bygones be bygones. Here we observe that the curve for the operation of Property Number 3 indicated a fairly even operation throughout the entire period since the beginning of 1937. The median position was held admirably, and in general the gains amounted to 5 per cent over the beginning point in January, 1937. In other words, for the twenty

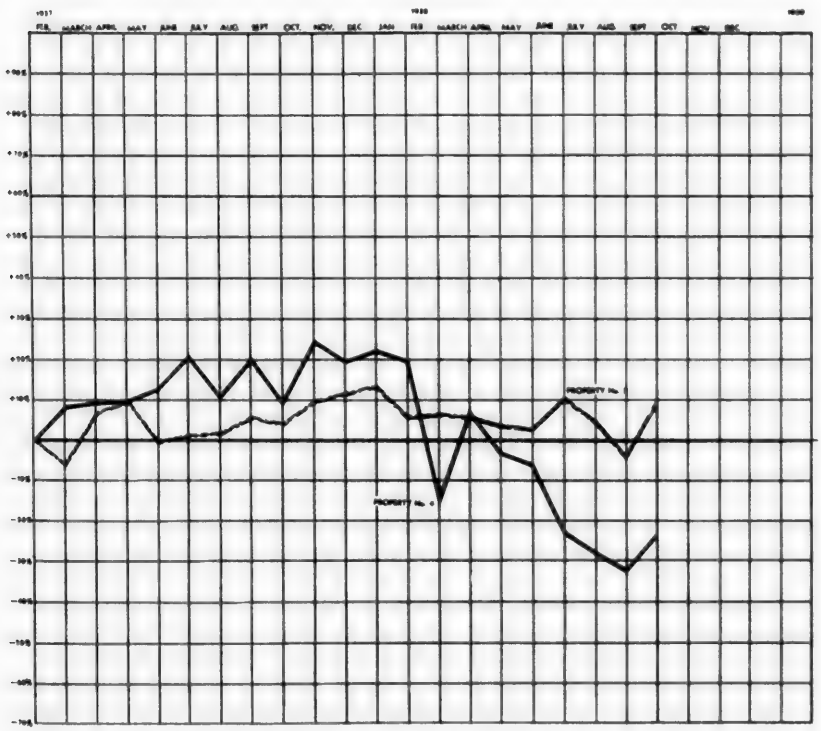


Chart No. 3

months this building earned a monthly average of 5 per cent more than had been expected.

Property Number 4 performed even better during the first fifteen months, producing a gain of 12 per cent during this period. Then, however, reflexes set into action, and the gain of 12 per cent during the first fifteen months was reduced to 3 per cent by the end of the twenty months. This gives rise to the belief, which is not a prediction but is based upon facts and is therefore calculable, that if the low income level were to be maintained for an additional two months, the net gains for the entire period of twenty months would be completely wiped out. This proves that Property Number 4 is reaching a danger point. It further proves that somewhere, sometime, somehow a faulty premise was used upon which to reason; otherwise the decline would not have occurred.

This faulty premise is *that the tenantry of a building can be restricted and controlled despite neighborhood influences.* Up to very recently the truth of this premise was generally accepted as being merely a matter of management. As far as this property was concerned, up to March, 1938, sufficient evidence could be furnished to qualify the premise and prove the soundness of the reasoning. However, in the face of present trends and impending dangers, it is doubtful that the property will be able to maintain even the average performance level. It is entirely possible that with the lifting of restrictions, greater vacancies will occur, though only temporarily.

The building may again reach a high occupancy level, but this in number only. It will suffer in desirability and character and consequently in net results. Though it may have made a valiant effort to resist the downward pull of surrounding lower levels, it will finally have to yield and thereby prove the original premise to be incorrect.

## APPARENT TRUTH MAY PROVE FALSE

Changes are occurring so rapidly that an apparent truth of today may have all the earmarks of a falsehood tomorrow.

The primary function of the Federal Housing Administration was to stimulate private investment and private enterprise, to

guarantee the loans on new projects so as to minimize the risk of the individual. In this respect a great need is being filled. Proper supervision is being offered to the dismay of jerry-builders, and payment in full is provided for those who conscientiously perform their building operations.

So far, so good. Nothing can be said against the fundamental principles of this venture, and while F. H. A. activities were restricted to individual homes, a praiseworthy intention must at least in part be conceded. However, now we come to the next extension of this industry — the guarantee of individual loans on rental housing up to $200,000 — and from there to larger projects up to five million dollars. One such enterprise has recently been announced in Detroit costing approximately $1,250,000. The design of this project is so far superior to any development in Detroit that it represents nothing less than the proverbial handwriting on the wall for all existing buildings in this rental level.

The success of this venture is an established fact, and, after such proof, other similar projects will spring into being. This is human nature. The fallacy lies in the fact that the present supply of rental space does not warrant such expansion. Were the expansion consistent with population increases, no harm could be done, and, strangely enough, the public would not become enthused about it. However, since it is apparent that it is not a matter of numerical supply versus demand, but a matter of quality supply, we can readily see how the demand will continue to be present until our present units are written off the books either voluntarily or otherwise.

The conclusion brings us to the realization that the original intent of these Federal measures, the stimulating of industry, is no longer true if we consider the apartment house field an industry. Therefore, we are torn between two possibilities — either to denounce these measures as detrimental to industry or to separate the existing dwellings from the new dwellings and recognize each as a separate and competitive industry.

## GAIN OR LOSE ACCORDING TO SOUNDNESS OF REASONING

It does not pay to refuse to see the truth, nor does it pay to have a pet idea and find a reason for using it. If forces are being

directed against a property, the first strategic move lies in the recognition and the measurement of these forces.

Our clients, the property owners, are entitled to the results of our analysis and research. Only through this type of service can we hope to safeguard their investments, and, though we may be no longer able to enhance values in the old and accepted sense of the term, we may at least point the way for future activities.

When asked by an owner what course to pursue, we feel we must tell him that, in the face of present trends and impending dangers, the only hedge against the dwindling of his estates is to invest in new enterprises approximately to the same extent that he is involved in the old. Inasmuch as the new path has been clearly shown to us, it would be as fallacious to deny its existence as it would be personal failure not to pursue it. If the old is to be condemned, let the owner be the one to condemn it and save himself the heartache of seeing others force it into stagnation.

In the final analysis this entire revolutionary move may develop into a blessing for mankind, even though we fail to see it now. It would seem that popular opinion is against the old and hankers for the new. Let there be no mistake; if popular opinion wants the new, then we must be for the new if we want to survive.

An attempt to stem the tide of events has always proven ineffective, be it in international affairs or those of a social readjustment. We may squirm under the blows of destiny and justly arise against wrong, but we are wise to accept the course of events and put our shoulders to the wheel of progress.

Are we to accept as the truth that which we are being shown is false; and if that which we believe false is being made true, are we to refuse to accept it as such? Public opinion is a fickle thing, but let us not attempt to oppose it because of its fickleness. With it we can gain, without it we shall perish. History is full of adequate proof.

# NEW TECHNIQUES IN THE FIELD OF MAINTENANCE

• JOHN G. KECK, C.P.M., M.A.I.

MANY of the nightmares connected with the ownership and management of income property might be avoided if the investor, before construction is started, would call in a competent real estate manager to confer with the architect and the builder concerning future maintenance costs.

Let us consider two apartment buildings, built the same year by the same builder and from the same plans. The first building was built for Mr. A, who had competent advice and who insisted upon the best materials and workmanship. The building included an excellent heating system with high-grade plumbing fixtures and copper piping throughout, copper spouting, a four-ply, built-up asphalt roof, copper eave boxes, and sidewalks and cement driveways of the best materials. Many other carefully planned features were made a part of this property.

By virtue of this endeavor, the builder was commissioned to construct a similar building for Mr. B. Mr. B did not have the advice of a real estate manager. He was interested primarily in keeping the initial cost as low as possible. He was satisfied with just a building. For example, he was willing to accept galvanized pipe for the water and heating supply lines; he thought a three-ply roof would last just as long as a four-ply; he wanted galvanized eave boxes and spouting; he was not at all careful about the quality of cement work for the sidewalks and driveways. His shortsightedness caused added work and worry.

The last ten years of depression proved fatal to Mr. B for the reason that the cost of maintenance increased tremendously during the period when his income was steadily on the downward trend. Ultimately he was compelled to lose the property to the first mortgagee, who, incidentally, found that it was so expensive to operate that the property was sold finally for one third of the original first mortgage principal.

Mr. A, on the other hand, was very careful to see that the better grade of materials and workmanship was used on those parts of

the building which needed reconditioning and repairs from time to time and, as a result, had an entirely different experience. While his rental income did gradually move downward, it never reached the low level of that of Mr. B's structure, and he was in no financial distress because he did not experience continually increasing maintenance costs.

The wise investor considering the construction of a new building consults a real estate manager and is guided by his advice and counsel before the steam shovel is put into the ground. After the building is completed, it is too late to make the changes and install the proper appliances which mean economy and low maintenance costs.

## THE INVESTOR AND MAINTENANCE COSTS OF OLD PROPERTIES

Let us look for a moment at the subject from the standpoint of property built a number of years ago. Suppose an investor is looking for a building in which he can make an investment that will net him a reasonable return on his money with safety and one that will cause him the least amount of worry or concern.

He goes to a real estate agent who suggests a property which, on the surface, seems to have a fair rental return, and upon this agent's advice he makes the purchase.

The real estate agent will thereafter collect the rents and remit his monthly collections promptly to the owner and feel that he has done a good job. If he does this part well, he is doing a good job in so far as he goes, but his job is not complete. In most cases, the used property is sold without much thought given to the prospects of a reasonable net return over the remaining useful life of the property.

A good real estate manager must be equipped to render a service far more important than just collecting rents and remitting those rents regularly to the owner. The owner looks to him for advice and guidance, the right quality of which he can offer only if he is thoroughly acquainted with all the facts and has the knowledge and experience to render worth-while advice and counsel.

It is necessary for a good property manager to know the difference between maintenance costs, replacements, and additions

to capital so that the investment may be placed upon a reasonably sound basis from the start.

Let us look at a practical example of this point. A property forty years old is sold to an investor. It is reeking with functional obsolescence; many of its component parts need replacing; and it has considerable accrued maintenance.

At the current rental income the building shows a fair return on the capital invested. The broker had no program to offer the purchaser for the future management of the property. After a short time complaints begin to pour in for repairs, for reinstallation of heating and plumbing fixtures, and for the removal of conditions which make the property undesirable. The owner immediately becomes discouraged with his investment, for at the end of a fiscal year he finds that the income, which was first thought adequate, is not sufficient to meet the demands for proper upkeep.

Now let us see what would happen if the agent were a competent real estate manager. First, he would make a thorough examination of the property. Then, after considerable thought and study, he would determine the price that the prospective buyer should pay for the property, including the amount of money which might be necessary to remove functional obsolescence, replace worn parts, and pay for the accrued maintenance. He then would submit a program to the prospective buyer.

If the building had a poor room layout, he would submit plans and specifications for correcting this condition, the cost of which would be added to the original purchase price in arriving at the proper investment. If the heating system included an antiquated hot-air furnace or a one-pipe steam system, or if the bathroom had old-fashioned fixtures, he would advise the buyer to make sufficient additions to the capital invested to replace these parts.

If the building needed redecorating and painting on the inside, if it needed new water supply lines to replace corroded pipes, if repairs to the elevators were necessary, these items would be carefully and meticulously examined and estimates obtained for correcting these conditions. These expenditures would then be added to the original purchase price in arriving at the real cost.

At this point the investor would have a true picture of the situation and would not be led into the purchase of a property

without being fully acquainted with all the facts. Then the real estate manager would outline a definite program for maintenance problems anticipated during the remaining life of the property so that proper provisions might be made by the new owner and a true accounting system set up to take care of these problems as they arise.

If such programs were used, owners would no longer find their incomes excellent one year, only to be burdened with heavy maintenance costs the next year, with a consequent shattering of their faith in real estate investments.

In arranging such a program there is considerable extra work in the beginning, but it eliminates headaches in the future.

When we accept the management of rental property without making a study of the future needs of the property, we have not fulfilled one of the most essential duties of a real estate manager.

## CONSTRUCTION FAULTS WHICH INCREASE COST OF MAINTENANCE

Let us examine some of the many poor designs and faulty constructions that materially increase the cost of maintenance, reduce net income, and cause many annoying problems.

*Dwellings:*

1. Overhanging frame bay windows and bay window bathrooms and kitchenettes of various designs are exposed to extreme weather conditions and often cause freezing of water and gas pipes and require the renewing of woodwork from time to time as well as additional painting.

2. Wooden front and rear steps and back stairways leading to basement garages, etc. require frequent repairs and increase the cost of painting.

3. Lack of proper ramping of concrete in driveways at entrances to garages permits expansion, due to frost, to bind cement work against the bottom of doors. Tenants in a hurry, with little or no consideration for the owners, force the doors and often break the panels and stiles. This condition has caused owners considerable increase in maintenance costs.

4. The installation of galvanized water supply lines and domestic hot-water circulators instead of brass or copper usually

causes considerable trouble and expense. Due to the presence of chemicals in the water from natural sources or placed there by municipal authority, galvanized pipe corrodes quickly and must, therefore, be renewed frequently.

5. The same thing is true of galvanized tin eave boxes and spoutings. Copper should be used for these purposes.

6. Shrubbery and trees should be so planted that roots will not interfere with water pipes. This has caused considerable maintenance cost in suburban dwellings.

*Apartment houses:*

1. Many builders insist upon constructing gingerbread decorative brickwork on top of parapet walls. Such construction is exposed on all sides to the weather, and after a short time it needs to be repointed or removed entirely. This expense could easily be eliminated without affecting the appearance or the architectural design of the building.

2. Failure to install proper drainage in the boiler and laundry rooms causes untold expense and concern. This oversight can be corrected only by the installation of sump wells and siphon pumps. Recently an outstanding example of this almost wrecked an oil burner and caused the owner considerable expense to have it reconditioned.

3. Operative builders in an effort to reduce the initial cost of construction have been penny-wise and pound-foolish. For example, they install seconds or poor quality faucets and drain stops that cannot be easily replaced or repaired as they wear out. When repairs are necessary, it is not exaggerating to say that the cost is frequently from three to five times the cost involved where a good grade of standard supplies is used.

4. Lack of forethought in using stopcocks to all bathroom fixtures has resulted in increased maintenance costs. Much unnecessary damage has been caused by the overflow of water from toilets and lavatories. Ceilings have had to be replastered. Sometimes an entire room has had to be papered when this overflow occurred near a corner or side wall, and often linoleums have had to be relaid.

5. The same thing is true in the construction of apartment buildings that is true in the construction of the small modern

dwelling — all galvanized water supply lines and domestic hot-water circulators should be replaced with brass or copper tubing.

6. All galvanized tin eave boxes and spouting should be replaced by copper ones.

At this point something should be said about the *old properties in urban communities,* built prior to 1900, at a time when heavy traffic conditions and heavy trucks and buses were nonexistent.

1. Those who remember construction procedure prior to 1900 know that most of the foundation stonework was put together with dirt, sieved in the cellar with a little lime thrown in. The mortar has since crumbled, and the continual vibration from heavy trucks has caused the mortar to drop out, leaving the stonework exposed and causing settlement cracks in the brickwork and bows in the walls. Checking this condition in time has saved owners thousands of dollars in maintenance costs.

2. The replacing of wooden sills and lintels with iron and a soldier course of brick is another very important factor in reducing maintenance costs.

3. The galvanized water supply lines and domestic hot-water circulators should be replaced, when necessary, by brass and copper tubing, but only where the remaining useful life of the building is sufficient to warrant this increased expenditure.

Maintenance is a problem that requires sound, thorough thinking and practical knowledge and action.

Every real estate manager should have a definite plan to submit to an owner. This plan should consist of a complete inspection report giving a detailed description of the property and the condition of the sidewalk, curbing, street improvements, front and back steps, porch, garage, yard and fence, heating and plumbing systems, roof and spouting, papering, and painting. From this report the owner will immediately know what he may expect in the way of maintenance bills for the next few years and thereby adjust this expense accordingly.

This plan not only increases the manager's business, but it relieves him of a great many worries.

# *Decorating* PREVIEWS

• J. L. BESSEMS, *Editor*

**Apartment managers must base their decorating programs on long-term trends in home furnishings and interior decoration. So that they may be aware of the news ahead of the news in this field it is planned to make *Decorating Previews* a regular feature of the JOURNAL.**

THE big news in furniture, which of course sets the style for decorative backgrounds, is the evolution of the so-called "Swedish Modern," about which so much was heard last year, into a definite American style. Many manufacturers have discarded the appellation "Swedish" as a misnomer and are calling this furniture "Contemporary" or "Twentieth Century" or "American Modern."

Heretofore this furniture has appeared chiefly in the blond or bleached woods, but at the January markets it was shown also in deeper, warmer tones and in some cases in the conventional dark woods.

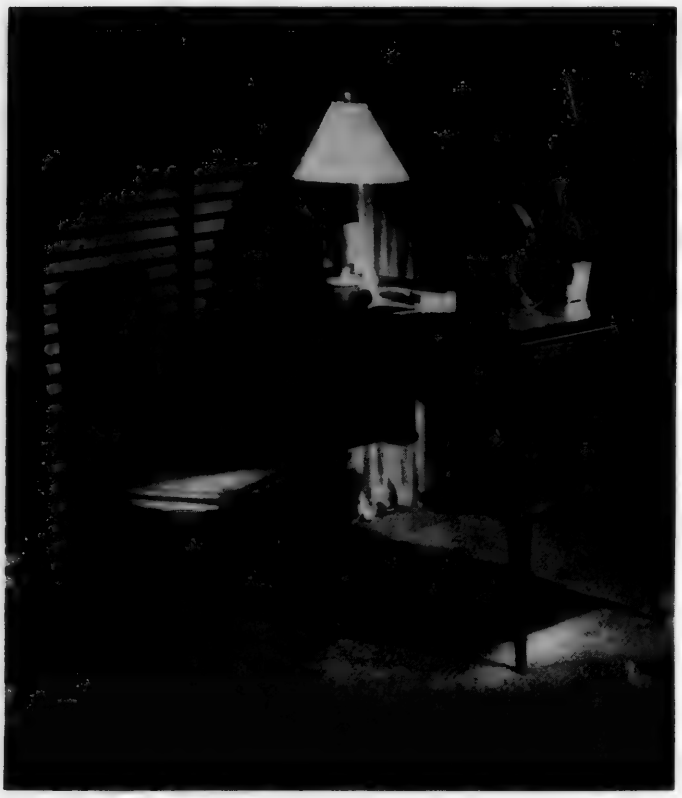
Functional in design, simple and graceful in line, this new style uses to advantage latest methods in the treatment of wood, upholstery, and hardware. Caning sometimes is used as panels on beds and chair backs, and rough weaves in upholstery. This year's styles are slightly heavier in scale and often employ a bit of carving.

In its present form this furniture bids fair to be first choice for the ultrafashionable home or apartment during the coming year and is a style that is likely to be with us for some years to come.

The angular "packing box" modern furniture of a few years ago is definitely on the way out as a popular style among people of taste and discrimination, although it is still going strong in the "borax" field.

## EIGHTEENTH CENTURY FURNITURE RETAINS POPULARITY

For persons of sophisticated tastes who prefer traditional styles, first choice undoubtedly will continue to be Eighteenth Century,



*This graceful blonde mahogany desk, with curved, tapering legs and scalloped apron showing a bit of carving, and caned back chair are among the best of the contemporary designs. The two-toned carpet extends from wall to wall.*

(AMERICAN FURNITURE MART PHOTOGRAPH BY GRIGNON)

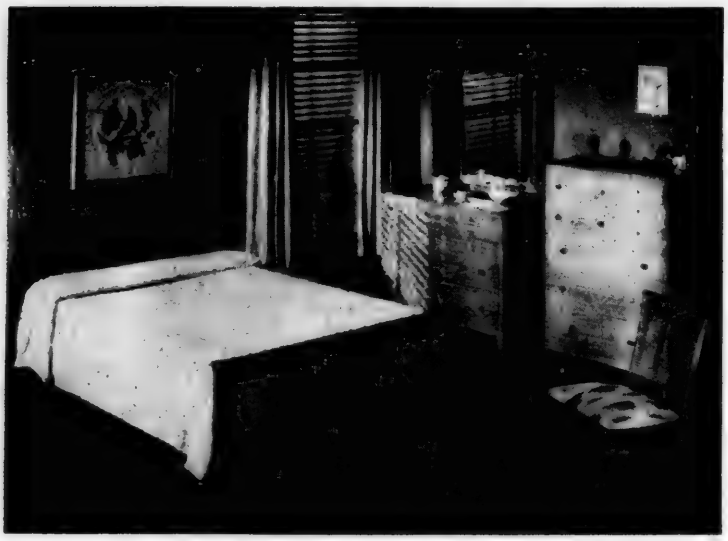
particularly Sheraton and Hepplewhite. These appear in simplified form with modernized upholstery and are being shown not only in the conventional dark mahogany, but also in the lighter finishes to add a modern note when ensembled with the dark traditional pieces.

Buyers of informal tastes and the great middle class who are more interested in durability than in high fashion are expected to go in heavily for American Colonial maple furniture. This is growing more attractive each market. Designers are paying more

attention than ever to accurate copying and adapting of genuine antiques. Finishes have improved. The trend is toward the soft, mellow amber tones, rather than the heavy reddish brown seen for several seasons. Emphasis is on slender, graceful lines, rather than on the heavy peasant type of maple furniture.

Textured fabrics continue in first position for upholstery and draperies; corded fabrics and various types of novelty weave textures are shown. Velvets for upholstery have been done to death the last two years and probably will be superseded by novelty mohair fabrics and friezes. Stripes are good in upholstery.

*A highly decorative wallpaper above the traditional dado is an effective background for this Eighteenth Century dining room furniture.*
(MERCHANDISE MART PHOTOGRAPH)



*Caning is a favored trim on contemporary furniture, as in this bedroom ensemble of bleached mahogany with interesting cane paneling on bed and chair.*
(AMERICAN FURNITURE MART PHOTOGRAPH BY GRIGNON)

There is an increased use of leather for covering chairs of all periods and for table and desk tops. It has been developed in a variety of weights, some as sheer as a glove, others as tough as an alligator's hide.

## WALL-TO-WALL FLOOR COVERINGS

Wall-to-wall covering, muted soft colors, deeper and thicker pile remain the dominant floor covering trends. Interchangeable patterns in figured carpeting which may be used with equal facility with contemporary or period furnishings are favored over border rugs for first honors during the coming season, many authorities believing we are entering a "carpet era." Tone-on-tone, with two or three tones of the same basic color, gives a sculptured effect to the new designs. Modernized scrolls, graceful plumes, and simple all-over designs are shown. Multicolored broadlooms are popular, and carved effects are penetrating the lower-priced brackets. Plain colors in frieze are expected to continue their current popularity; plain broadloom in the lighter tones is favored over the darker shades. Grayed pastels are increasingly popular.

## TREND TO WALLPAPER

A survey of trends in interior decoration just completed by The Bureau of Fashion Trends, New York City, based upon information from 618 decorators, manufacturers, and retailers, reports a "rapid return to importance of wallpaper." As to pattern, the survey found "an almost equal division of preference for authentic reproductions of Colonial wallpapers and for modern interpretations." There is a trend to more pattern and to more open and imaginative patterns, also a swiftly growing use of stripes. Florals and solid-color papers likewise show an increase.

According to this survey, variations of rose, mauve, pink, peach, and varying shades of blue, in that order, are expected to be most popular in the East this spring. In the Midwest preference is for variations of blue, rose, mauve, pink, and peach. Grayed or "off" tones, subtle and sophisticated in character, are slightly more popular than the bright tones.

There is increased use of wallpaper in bathrooms, the result, probably, of recent technical improvements in papers. In kitchens, too, wallpaper is gaining in popularity. This is particularly so as

*Contemporary dining room group of Santa Vera wood finished in a golden brown tone, designed by Holabird and Root, the noted architects.*
(AMERICAN FURNITURE MART PHOTOGRAPH BY GRIGNON)

kitchens are being mechanized, the colorful, patterned papers being necessary to offset the smooth, unbroken surfaces and lines of modern equipment. Sometimes bathrooms and kitchens have ceilings covered with figured paper, which may or may not be continued a short distance on the side walls, more easily washable materials being used for wall covering. Patterns used on ceilings, of course, must have no up or down.

Colored ceilings and dark ceilings are showing increased acceptance. Usually one of the colors in the wallpaper is repeated on the ceiling. Dark ceilings are good in high ceilinged rooms, but should be avoided in low rooms, as they have an illusory tendency to pull down the ceiling.

## WALLS NEED NOT MATCH

There is a trend away from having all four walls decorated alike. Frequently two opposite walls are papered with a pronounced pattern, the other two walls either papered or painted in a plain color (usually one of the colors appearing in the paper pattern) or wood-paneled. The plain walls are generally the ones having architectural features, so that the fireplace or windows can be the center or interest. Or just one of the walls may be boldly patterned, with three walls plain, or one plain and three figured. An alcove may have a patterned paper when the room proper has plain walls, or vice versa.

Dadoes are being used in traditional rooms. A highly decorative wallpaper may be used above the dado, which acts as an effective foil to the pattern and color of the paper, or the upper wall may be plain.

Wood-paneled walls are increasingly popular. Knotty pine in a natural light color is one of the most popular and economical woods for solid paneling. Plywood and thin wood veneer, applied like wallpaper, are used often to simulate solid wood paneling. Wood fiber board is now made to simulate random-width wood paneling. It has headings which disguise joints between the boards.

Mirrors as a structural part of the room are more popular than ever. Often an entire wall is mirror-paneled and has an effect of greatly increasing the apparent size of a small room. Fireplaces have mirror panels reaching to the ceiling, and often a mirror panel fills the space between two windows, reaching from the floor

to the level of the window tops or to the ceiling. This mirror between windows is especially good in bedrooms where it may serve as a background for a dressing table and enable milady to view the hang of her skirt, a convenience which makes for added rentability. The mirrors may be plain or softly tinted.

Linoleum as a wall covering for bathrooms and kitchens is being widely used. There are new wall materials on the market for kitchens and baths made of pressed wood coated with enamel which has been baked on and tempered so that it will not chip or crack or craze. In higher-priced apartments the use of structural glass for bathroom walls is increasing. It is available in a variety of colors.

## PLAN FOR TELEVISION

A feature of some of the new apartment buildings, one which is likely to become more prevalent in the near future, is the building of a niche into the living room wall, enclosed by a grille, behind which the radio receiving set is placed. The home of the future undoubtedly will see the radio not as a movable piece of furniture but as an integral part of the room; and with television about ready to break in a big way, the modern living room will have to make provision for it. R.C.A. is putting several television receiving sets on the market coincident with the opening of the New York World's Fair and will start to broadcast programs. Predictions are that the living room of the future will be designed as an entertainment room. R.C.A.'s exhibit at the New York Fair will show living rooms designed for radio and television reception.

JOSEPH W. CATHARINE HANDS THE NAREB GAVEL TO E.L. OSTENDORF

J.W CREE, JR., PITTSBURGH, NAREB DIRECTOR

# C.P.M.s at DALLAS

HARRY A. TAYLOR, EAST ORANGE, NEW JERSEY, CHAIRMAN OF THE INSTITUTE'S PUBLIC RELATIONS COMMITTEE AND PAST PRESIDENT

CONCENTRATED ATTENTION FROM HANDSOME JOHN C. BOWERS, CHICAGO, NAREB DIRECTOR

DIRECTOR OF ACTIVITIES HARRY GRANT ATKINSON BUTTONHOLES A CONFEREE, AMOS G HEWITT, NEW HAVEN, CONNECTICUT

# *High Lights of the* WASHINGTON LECTURE COURSE

SUNNY SOUTH MEETS FRIGID NORTH! JAY HEARIN, OF TAMPA, LEFT, GREETS E R. PRICE, OF MINNEAPOLIS — BOTH REGIONAL VICE PRESIDENTS.

JAMES R HAIGHT, OF PORTLAND, OREGON, WINNER OF THE LONG-DISTANCE TRAVEL MARATHON for COMMITTEE MEMBERS

THERE WAS TIME FOR FUN DURING THE FOUR-DAY SESSION. J. HAL BROWN NORMAN S BLAIR, HARRY GRANT ATKINSON, AND JAMES R HAIGHT

PROFOUND PERRY HOLMES, DETROIT, AIMS AN EDUCATIONAL PLEASANTRY AT THE NINETY STUDENTS

DELBERT WENZLICK, FAMED ST LOUIS ANALYST, SOUTH CENTRAL REGIONAL VICE PRESIDENT, and LECTURER AT THE WASHINGTON COURSE

ROBERT NORDBLOM, BOSTON, NEW ENGLAND REGIONAL VICE PRESIDENT AND CHAIRMAN OF EDITORIAL BOARD

CARLTON SCHULTZ, CLEVELAND, THE INSTITUTE'S GREAT LAKES REGIONAL VICE PRESIDENT AND LECTURER AT THE WASHINGTON COURSE

# Trends

• HAROLD J. BETTY, *Editor*

THERE is a trend not as yet and probably never to be graphed or charted. Yet it is, perhaps, the most important of all present trends in management. It is a trend just starting, only a little past the zero point in any index. It is a trend to greatly reduced management by real estate offices and increased management by individuals not in the business.

This may sound startling at a time when the volume of management by real estate houses is at the highest point ever recorded in this country.

There are no complete records available, but the archives of almost any real estate office, large or small, which has been in business for fifteen or more years and which has consistently endeavored during that period to procure and to hold as much management as possible, will show that, during the period 1933-1938, far more management business was done than in 1923-1933.

Seventy-nine per cent of the Realtors of the country are now engaged in real estate management, according to a survey recently completed by the *National Real Estate Journal.* A few years ago less than one half of the real esate offices handled management business. A survey of real esate offices made by the Bureau of Census in 1935 at the request of the National Association of Real Estate Boards indicated that at that time, or a few years prior thereto, 43 per cent of the income of real estate offices came from management, while 42 per cent came from brokerage fees. Probably a present-day survey would reveal that near to 80 per cent of the income of real estate offices comes from management.

To what motivating influence are we to ascribe this heavy increase in management business? Was it because of increased efficiency of real estate management? Was it increased advertising by those in the real estate business? Was it due to increased endeavor in educating owners as to the advantages of management by real estate offices over management by part-time and inex-

perienced private owners? Or was it something else?

It is to be doubted whether the results of studies by the writer are necessary to indicate that the primary cause was the huge concentrated ownership of property in institutional and other similar unwilling hands.

Prior to this unwilling ownership the control of property was to a large extent in individual hands. The beginning of a heavy volume of unwilling ownership was about 1930, increasing rapidly for about a five-year period. Even now the number of properties institutionally owned is increasing slightly.

These owners had to employ real estate houses for management. Properties were located throughout the country and away from home offices. Obviously they could not employ individuals. As a result, during the period mentioned, there was a constant increase in the number of properties managed by real estate offices and a corresponding heavy increase in income earned from this branch of the real estate business.

This increase in the number of properties coming into institutional and other unwilling hands now seems to have leveled off, and this year of 1939 may witness a slight decrease.

Every real estate house is aware of the intense desire on the part of institutional owners, those in control of banks to be liquidated, those responsible for reorganized bond issues, and other forms of unwilling and temporary ownership to dispose of the properties at the earliest possible moment.

Many such sales — in fact, most of them — are to individual owners. Thus property is again reverting into those hands which previously, in too many instances, did not employ competent, licensed, and experienced agency representation in property management.

During 1937 and 1938, even though sales of income properties were comparatively low in number, too great a ratio of properties sold was lost immediately thereafter to the management of real estate houses. As an example, one man, over the last two or three years, has purchased a large number of apartment buildings from institutional owners. Each of these buildings, prior to sale, was managed by a real estate office, and each now is being managed personally by the new owner.

Literally hundreds of sales are taking place monthly which are reducing the management portfolios and incomes of real estate offices. The exact number cannot be known, and consequently the exact amount of loss of income cannot be determined, but it is no small amount at the present time. It is obvious that as institutional sales increase, so will management business decrease—that is, unless the trend is changed. And that change must be brought about by those in the real estate management business. No one else will do it.

The question is, how can it be done? How can the management business, which in late years has reached a volume closely commensurate to what it should be, prevent the gradual loss of a heavy percentage of business?

There are many methods to be used, and new ideas should be forthcoming from every metropolitan center immediately upon the realization of this unfavorable trend.

The writer, who comes in contact with brokers, managers, institutional owners, individual borrowers, and others directly or indirectly connected with the business of real estate in his work as consultant and analyst, believes that the management division of the business of real estate has failed to carry properly to the real estate owning public its message of increased efficiency, progress, and merit. Those in the management business have been seriously derelict in informing the real estate owning public of the advantages to be gained from employing experienced, progressive, and reputable real estate offices for property management as contrasted to individual, inexperienced, and part-time management.

It is true that we in the real estate business, through this publication and other trade publications, through local meetings of real estate boards and state and national assemblages, do endeavor to spread the news of advancement in our methods and of increasing benefits to property owners. But it will be observed that most of the material telling of this progress goes from one person or office in the business to another person or office in the business. Very little is used in media which reach the real estate owning public. There is seldom in the advertising sections (other than classified) of the daily press messages conveying to the general public the tremendous strides real estate management has made in the past ten years.

Such is not the case with other businesses. Their management and their achievements are constantly being publicized and lauded. They are not backward in telling of advantages to be realized by their buying public.

Worse still, all too few in the real estate management business submit other than dry operating reports to the owners who employ them. Many management concerns do not make periodic reports as to problems and difficulties and the methods used in solving them. They do not tell of competent additions to their staffs, new departments, new methods looking toward economy and better results in operation, their progressive steps in occupancy analysis, et cetera. And seldom do they prepare annual recapitulations showing not only the results achieved through sound management, but the indirect benefits which will be observable in later years, not only in increased gross and net income, but in the value of the properties.

The writer has long observed management reports of many of the larger, medium-sized, and smaller management offices of the country, and almost without exception they are dry tabulations of standard figures. There is seldom a real selling argument included.

The real estate news sections of the various newspapers in all metropolitan centers are not only eager but hungry for news items pertaining to the business, and yet year after year goes by without these columns having been used for discussions of progress and results in the business of income property management. And such publicity costs nothing if it is intelligently prepared and diplomatically presented.

There are few in the business who have not heard the arguments of individual owners to the effect that if their properties should be turned over to real estate agents, their expenses would be greatly increased, et cetera, et cetera. These individual owners must be educated to the fact that management of improved property is as much a science and a necessity as is management in any other field of endeavor requiring experience and organization.

The present institutional owners of real property must be told of the results of management during the term in which they have employed real estate agents. Real estate agents, in special, periodic, and annual reports, must persistently impress upon these institutional owners not only the results achieved even under

great difficulties, but how they were brought about, why things were done—also that only experience, constant progress, organization, and knowledge could have brought such results.

These institutional owners are going to be greatly interested in properties even after sale. They are going to have a greater stake in their purchase money loans than the new owners will have in their equities. They are going to be more interested in how borrowers handle their properties than they were before 1929. If these institutional and other similar owners are convinced of the value of management by competent real estate offices, they will become powerful allies.

Unless all previous real estate history proves to be worthless, real estate sales will gradually increase and institutional real estate accounts will gradually decrease, and unless those in the management field take it upon themselves to convince the new real estate owning public of the benefits to be enjoyed through real estate office management of income property, there will soon be a huge reduction in the amount of property managed by such offices.

# What to Study

C. M. Jones, Editor • Librarian, The Institute of Real Estate Management

## BOOK REVIEWS

Moyer, James A., and Fittz, Raymond U. AIR CONDITIONING. 2nd ed. *New York, McGraw-Hill, 1938. 538 pp. $5.00.*

THIS new edition, completely revised, is an up-to-date handbook of air conditioning for the student, architect, or professional man. It is an understandable book for the layman who seeks information in this particular field.

The text covers all phases of air conditioning, emphasizing the strides that have been made in the last few years in the cooling field. The book is practical in its treatment and not too theoretical, which seems to be the common fault of many volumes written on this subject. The authors have arranged their material wisely under excellent chapter headings. The illustrations are very good. The data and tables found in the text show the results of research in this field during the last few years—such as sun effect, heat transmission effect, relative value of insulating materials, and methods of calculating heat losses so that the proper size of unit can be installed. A good index and reference list, as well as a practical set of air-conditioning problems, further enhance the value of the book.

The greater portion of this volume deals with commercial cooling as it is now commonly applied to theatres, office buiidings, restaurants, and other public and semipublic places. A definite demand has developed in this field to the point where cooling is almost a necessity in certain types of competitive business.

The chapter on residence air conditioning, which should be the most important one in the volume, is limited in treatment, as in the case of other books in this particular field. The authors point out that the term "air conditioning" as used by manufacturers is a misnomer. Unfortunately, many dealers are encouraging the sale of warm-air heating equipment, leaving the impression with buyers that they are purchasing air conditioning and heating units

for their homes. Air conditioning for the home, combining both heating and cooling, is as yet impracticable because of excessive installation cost as well as expensive operation. The authors overlook the fact that the largest undeveloped field for the engineer and the manufacturer is combined heating and air cooling for the average home of the future.

This volume will be especially welcome to Realtors and those interested in property management. It is a practical and commonsense handling of a subject which heretofore has been too technical and theoretical. This volume answers a real need and will be a welcome addition to any businessman's library.

Minneapolis, Minnesota — E. R. PRICE, C. P. M.

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H. Robert Mandel. REAL ESTATE MANAGEMENT. *New York, Realty Institute, 1938. 98 pp. $2.50.*

HIGHLY recommended, both for established property managers and neophytes, *Real Estate Management* is one of the most comprehensive books on the subject. The established property manager will appreciate the book's analysis of every department and function of the business, describing in detail the various departments and activities of the author's own organization which, like Topsy, "just grew."

The author is Vice President of the Chelsea Corporation, a New York management organization. He has had seventeen years' experience in the development and management of properties and in the development of management business. He knows and treats not only property management, but also the finding and retaining of management business.

Little time is wasted on the "theories" and "laws" which are usually preponderant in such books. Instead, the author first broadly outlines the scope of the management business, the relationships which it develops, and the duties which it involves. He then proceeds to a searching analysis of all of the duties and functions of an efficient property management organization, which is bent not only on doing the most for its clients, but also on realizing every possible personal profit.

This is all solid, chewy matter, but the reading of it is made easy by excellent illustrations of forms, charts, and manuals. Typical of these illustrations is a series of five organization charts, showing the proper co-ordination of activities and personnel of a property management office as it grows from a one-man concern to a highly specialized organization of nine executives. The author presents an extremely detailed analysis of a typical property in such an interesting manner that a subject which is ordinarily uninteresting and discouraging to the owner becomes highly interesting and definitely convincing. The *Manual for Resident Managers and Building Superintendents*, which is included, may well become a necessary part of the equipment of any property manager. The complete presentation of accounting forms goes a long way toward standardizing the functions of property management departments; every management office knows the difficulties and complexities of this department and its inability to get suitable forms.

No doubt every reader will find much repetition of things he already knows and much with which to disagree in this book. However, he will find a great many tips which will help him to co-ordinate his office functions and to provide a type of service which will impress his clients with the tremendous amount of thought and study that must be put into proper management.

Chicago, Illinois — DONALD O'TOOLE, C. P. M.

# NEW ARTICLES

THE APARTMENT JOURNAL (LOS ANGELES), February, 1939, p. 16.

"Operation Check List."

Here is an itemized guide to efficient apartment house management. In fact, here are 155 items to check in improving your operating routine. Everything is included from "Does the front of the building need cleaning or painting?" to "Are efforts made to determine the reasons for each guest vacating his apartment, and a record thereof kept?"

THE ARCHITECTURAL FORUM, February, 1939, p. 74.

"Main St., U.S.A."

Here is a splendid pictorial as well as written description of a typical Main Street in the representative city of Bridgeport. Main Street is interesting to us in three ways: as a real estate phenomenon, as a customer of building, and as a design problem. Bridgeport was chosen to be analyzed because it is big enough to have most of the features and problems found on Main Streets the country over. Among the many features studied are: shopping zones, retail pattern, Main Street traffic and rents, tenant turnover, and fifteen years of Main Street modernization. We recommend this excellent article as a *must* on your reading list.

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BUILDINGS AND BUILDING MANAGEMENT, February, 1939, p. 15.

"The Fallacy of Solicitation," by Burke W. Taylor.

"Mr. Taylor makes a definite contribution to thought on this subject. Strongly opposed to solicitation as such, he suggests that solicitation must not be confused with constructive salesmanship, and expresses the belief that the industry can carry out an economically sound program of stabilization while permitting constructive salesmanship for the good of everyone."

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THE ECONOMIST, February 11, 1939, p. 5.

"The Future of Property Management," by John J. Falvey.

The property manager of today must adjust his organization, policies, and methods of management to fit a changing pattern. Mr. Falvey predicts that property owners of tomorrow will not only expect a fair net income, but will demand a better scientific and analytical approach to maintenance problems. A very thorough discussion to keep you "on your toes."

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REAL ESTATE AND BUILDING MANAGEMENT DIGEST, February, 1939, p. 16.

"Efficiency in Paint Washing," by George Edwards.

Mr. Edwards, who is Technical Consultant on Property Main-

tenance for the American Hotel Association, thinks that you can save dollars in redecorating expenses by the right process of washing. The object of this article is to explain proper detergents and the methods of application.

●

REAL ESTATE RECORD (A MAGAZINE FOR MANAGEMENT EXECUTIVES), February 4, 1939, p. 12.

"Personnel Administration: As Management Executives View the Fundamentals," by Robert F. Marshall.

The chief cause of inefficiency and friction between the employer and employee is lack of understanding, with the final blame resting on the employer. This discussion of employee relations, based upon confidential interviews, stresses regulations and promotion systems. A typical application form is reproduced, and many valuable suggestions are made.

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SKYSCRAPER MANAGEMENT, January, 1939, p. 3.

"Recent Government Activities Affecting Real Estate Management," by Harry J. Gerrity.

The General Counsel of the National Association of Building Owners and Managers watches Washington and gives here some of his observations on government activities and just how they will affect real estate management. He points out that increasing government activities means increasing taxes. Some of the things he wants you to watch are: government real estate, the joint study of uniform rates of depreciation by the Securities and Exchange Commission and the Bureau of Internal Revenue, W. P. A. appraisals, income tax on improvements, Wage and Hour Law, and the Walsh-Healy Law.

# RECOMMENDED BOOKS FOR THE PROPERTY MANAGER'S REFERENCE LIBRARY

| | | |
|---|---|---|
| American Technical Society | *Cyclopedia of Architecture, Carpentry, and Buildings* (5 Vols.) | $19.80 |
| Babcock | *Valuation of Real Estate* | 3.50 |
| Barnes | *Estimating Building Costs and Appraising Buildings* | 5.00 |
| Benson & North | *Real Estate Principles and Practices* | 5.00 |
| Boeckh | *Boeckh's Manual of Appraisals* | 5.00 |
| Brett | *Engineer-Custodians Manual—Examination Questions and Answers* | 2.50 |
| Buildings & Building Management | *How Buildings Are Operated Profitably* | 1.00 |
| Grange | *Real Estate* | 5.00 |
| Haynes & Sewell | *Hoffman Data Book for Engineers and Contractors* | Gratis |
| Henderson | *Real Estate Appraising* | 5.00 |
| Holland & Parker | *Ready-Written Specifications* | 5.50 |
| Hubbard & Dalzell | *Air Conditioning, Heating and Ventilating* | 4.00 |
| Jacobs | *Study of Color* | 3.00 |
| Johnson | *New Handy Manuals on Heating, Ventilating, Modern Refrigeration and Air Conditioning* | 2.00 |
| Kidder | *Architects' and Builders' Handbook* | 7.00 |
| Kniskern | *Real Estate Appraisal and Valuation* | 6.00 |
| Lovingood | *Apartment House Management and Executive Housekeeping* | 4.00 |
| McGonagle | *Apartment House Rental, Investment and Management* | 5.00 |
| Mucklow | *Real Estate Accounts* (Out of print) | |
| Nichols | *Contracts and Specifications* (Out of print) | |
| Perego | *Apartment House Ownership and Management* | 5.00 |
| Prouty & Collins | *Appraisers and Assessors Manual* | 5.00 |
| Rosahn & Goldfeld | *Housing Management* | 4.00 |
| Saunders & Anderson | *Business Reports, Investigations, and Presentation* | 3.50 |
| Schwartz | *Real Estate Manual* | 10.00 |
| Scott, O. M. & Sons | *Lawn Care* | Gratis |
| Snyder | *Real Estate Handbook* | 5.00 |
| Sweet | *Sweet's Catalogue Service* (Distributed to a selected list at no charge) | |
| Townsend, Dalzell & McKinney | *How to Estimate for the Building Trades* | 4.75 |
| Warren and Pearson | *World Prices and the Building Industry* | 3.50 |
| Whitman | *First Aid for Ailing Houses* | 2.50 |

Building Codes and Government Publications

For information regarding these books, please write to the Library of The Institute of Real Estate Management, 22 West Monroe Street, Chicago, Illinois.

Detroit, Michigan

H. P. HOLMES, C. P. M.

# Certifications

**The title of "Certified Property Manager" has been conferred upon the following individuals by The Institute of Real Estate Management.**

S. V. BEACH, HOLLYWOOD, CALIFORNIA.
Born, Los Angeles, California, October, 1903; Owner, Real Estate Management Company; Vice President, Income Realty Company; Vice President, Apartment Association of Los Angeles County; President, Municipal Housing Commission; professional territory covers Los Angeles County; two years of liberal arts and two years of law at University of Southern California; associated with father in real estate loan business for five years; fifteen years' experience in the real estate field; ten years' experience in real estate management.

HENRY G. BEAUMONT, LOS ANGELES, CALIFORNIA.
Born, Madrid, Nebraska, August, 1905; Head of own management business since 1936; Manager, Management Department, Hocking & Company, 1933-36; Director, Apartment Association of Los Angeles County, Inc.; professional territory covers Los Angeles County; B.S. degree at the University of California, Berkeley, majoring in accounting and banking; eleven years' experience in the real estate field; seven years' experience in real estate management.

F. J. BUCKLEY, LOS ANGELES, CALIFORNIA.
Born, Los Angeles, California, April, 1894; President, F. J. Buckley & Company; Vice President, Buckley Oil Corporation; professional territory covers metropolitan Los Angeles; completed courses in real estate law, real estate appraising, and economics; eighteen years' experience in the real estate field; twelve years' experience in real estate management.

GRANT B. CULLEY, LOS ANGELES, CALIFORNIA.
Born, Marion, Ohio, 1895; Manager, Real Estate Department, Title Insurance & Trust Company; Director, Los Angeles Realty Board; professional territory covers southern California; college courses included land economics and commercial law; twenty years' experience in the real estate field; ten years' experience in real estate management.

HAROLD K. HUNTSBERGER, LOS ANGELES, CALIFORNIA.
Born, Lyons, Nebraska, 1888; professional territory covers metropolitan Los Angeles; one year at Occidental College, Los Angeles; two years at Stanford University; President, Los Angeles Realty Board, 1936, and Director, eleven years; Director, California Real Estate Association, four years; twenty-six years' experience in the real estate field; twenty-five years' experience in real estate management.

ROBERT L. McCOURT, JR., LOS ANGELES, CALIFORNIA.
Born, San Francisco, California, February, 1905; Officer, W. Ross Campbell Company; professional territory covers southern California; graduate, Oregon State College, Corvallis, Oregon, majoring in business administration; fourteen years' experience in the real estate field; nine years' experience in real estate management.

JOHN L. SPICER, LOS ANGELES, CALIFORNIA.
Born, Albert Lea, Minnesota, November, 1884; professional territory covers Los Angeles County; attended University of Wisconsin; Vice

President, Apartment Association; member, Board of Governors, Hotel Association; teacher in apartment house management, University of California; Property Manager, George Pepperdine Foundation, since 1937; Operation Manager for Consolidated Hotels for fourteen years; served in advisory capacity for about two years to C. J. McLaughlin, Vice President of the Mortgage Guarantee Company, handling and overseeing foreclosed apartment and hotel properties.

NATHAN POOLE, WASHINGTON, D. C.

Born, Washington, D. C., September, 1910; Assistant Treasurer and Assistant Secretary, The American Company; professional territory covers District of Columbia and Montgomery County, Maryland; five years' experience in the management of real property; associated with The Federal-American National Bank and Trust Company, Washington, D. C., from 1929-1934; since 1934 employed by The Federal-American Company (reorganized as The American Company in 1938) as Assistant Treasurer and Assistant Secretary; attended National Cathedral School, American Institute of Banking, and Benjamin Franklin University.

MORRIS M. EWING, ATLANTA, GEORGIA.

Born, Atlanta, Georgia, December, 1890; Secretary and Treasurer, J. H. Ewing & Sons; professional territory covers Greater Atlanta, specializing in chain store leasing throughout the Southeast; Past President, Atlanta Real Estate Board; member, Board of Directors, Atlanta Real Estate Board; member, Housing Committee, National Association of Real Estate Boards; twenty-four years' experience in real estate management.

PAUL C. MADDOX, ATLANTA, GEORGIA.

Born, Jackson, Georgia, August, 1898; President, Maddox & Tisinger, Inc., brokerage and property management; member, Maddox & Tisinger, a partnership, engaged in home building; professional territory covers Atlanta and suburbs; Past President, Georgia Real Estate Association; seventeen years of active real estate experience, including general sales, appraisals, and home building; eight years' experience in real estate management.

FRED M. FOUNTAIN, HACKENSACK, NEW JERSEY.

Born, Hackensack, New Jersey, September, 1889; Head of Fountain & Sons, Inc.; professional territory covers Bergen County, New Jersey; Director, Hackensack Mutual Building & Loan Association, and Chairman of its Building Committee; Secretary, Hackensack Bond & Mortgage Company; graduate, Rutgers University, with L.B. degree; twenty-seven years' experience in real estate field; twenty-five years' experience in real estate management.

BEN SCHLOSSBERG, JERSEY CITY, NEW JERSEY.

Born, Jersey City, New Jersey, August, 1899; President and Treasurer of Ben Schlossberg, Inc.; President, Jersey City Real Estate Board, 1938; professional territory covers New Jersey; thirteen years' experience in real estate management.

GILBERT D. BOGART, PASSAIC, NEW JERSEY.

Born, Passaic, New Jersey, October, 1897; President, Hughes & Bogart, Inc.; Director, Union Loan and Building Association; President, Clifton-Passaic Company; President, Passaic Securities Company; Vice President, Bogart Realty Corporation; professional territory covers cities of Passaic, Clifton, Paterson, Garfield, Rutherford, Nutley, East Paterson, Hasbrouck Heights, Wood Ridge, Fairlawn, East Rutherford,

Teaneck, and Hawthorne; B.A. degree from Williams College, 1920; Assistant Cashier, Passaic National Bank and Trust Company, 1923-1927; ten years' experience in real estate management.

WILLIAM H. CARPENTER, NEW YORK, NEW YORK.
Born, Passaic, New Jersey, November, 1887; professional territory covers New York and Kings Counties, New York; Director and Treasurer, Wood Harmon Warranty Corporation, United Cities Realty Corporation, Second United Cities Realty Corporation, Third United Cities Realty Corporation, and Studio Apartment Company, Inc.; member, National Retail Credit Association; completed courses in real estate law, real estate brokerage, and management at Columbia University, 1924-1926; twenty-seven years' experience in real estate management.

F. DURAND TAYLOR, NEW YORK, NEW YORK.
Born, East Orange, New Jersey, September, 1905; Managing Partner, Charles G. Edwards Company; professional territory covers New York City; A.B. degree from Colgate University, 1927; special real estate courses at Rutgers University, 1929, Columbia University, 1930, and Appraisal Case-Study Course conducted by the American Institute of Real Estate Appraisers at Columbia University, 1937; ten years' experience in real estate management.

ERWIN G. DOWNING, CINCINNATI, OHIO.
Born, Dayton, Ohio, September, 1899; Manager, Property Management Department, Fifth Third Union Trust Company; professional territory covers Cincinnati and vicinity; twenty years' experience in real estate management, handling factories, hotels, apartment and office buildings, residences, and tenement properties.

CHESTER A. MOORES, PORTLAND, OREGON.
Born, Salem, Oregon, February, 1889; Vice President in charge of Property Management Department, Commonwealth, Inc., since 1932; Past President, Portland Executives Association; Chairman, Members Forum, Portland Chamber of Commerce, 1936-37; Past President, Oregon Apartment House Association; National Chairman, Apartment House Division, National Association of Building Owners & Managers, for one year; Past President, Oregon Association of Real Estate Boards, 1937-38; Director, National Association of Real Estate Boards, 1929; Vice President, Northwest Realty Association, 1929; Past President, Portland Realty Board; professional territory covers Portland and environs; B.A. and L.L.B. degrees from the University of Oregon; real estate editor of *Portland Oregonian* for several years; Private Secretary to Governor Withycombe, 1917-19; eighteen years' experience in the real estate field; twelve years' experience in real estate management.

OTTO PISCHKE, JR., PHILADELPHIA, PENNSYLVANIA.
Born, Philadelphia, Pennsylvania, October, 1895; Partner, Haig and Company; professional territory covers Philadelphia and Delaware Counties; graduate, Drexel Institute; thirty years' experience in the real estate field; fourteen years' experince in real estate management.

ALESTER G. FURMAN, JR., GREENVILLE, SOUTH CAROLINA.
Born, Greenville, South Carolina, April, 1895; Partner, Alester G. Furman Company, since 1914; business founded in 1888 by Alester G. Furman who is now Senior Partner; professional territory covers Greenville, Anderson, Spartanburg, and Columbia, South Carolina; graduate, Furman University, 1914, with B.A. degree; twenty-four years' experience in real estate management.

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**Term Expiring December 31, 1940**

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Harry A. Taylor, East Orange, New Jersey, 1937

*Deceased

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• AS OF MARCH 1, 1939

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M. H. Mabry (93).....509 Twiggs St.
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L. M. Studstill (144).....108 S. Olive Ave.

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Frank C. Owens (7).....521 Grant Bldg.
Ward Wight (146).....202 Healey Bldg.

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James C. Downs, Jr. (1) ..... 38 S. Dearborn St.
Charles William Ehrat (77) ..... 3180 Sheridan Rd.
John H. Hagerty (90) ..... 820 N. Michigan Ave.
Henry T. Holsman (78) ..... 1501 E. 57th St.
Ferd Kramer (212) ..... 16 N. Dearborn St.
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Donald O'Toole (130) ..... 437 E. 111th St.
Edwin M. Wolfe (249) ..... 22 W. Monroe St.

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**Hammond**
Edward B. Kaelin (9) ..... 5231 Hohman Ave.

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Emerson W. Chaillé (92) ..... 5 W. North St.
M. L. Hall (70) ..... 129 E. Market St.

### IOWA

**Des Moines**
Arthur S. Kirk (129) ..... 900 Grand Ave.

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**Wichita**
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Harry W. Goodman (10) ..... 601 Louisville Tr. Bldg.

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John A. Hope (11) ..... 2 Thompson Sq.
J. Howard Loughman (96) ..... 18 Oliver St.
John Nordblom (97) ..... 18 Oliver St.
Robert C. Nordblom (12) ..... 18 Oliver St.
Lorin D. Paine (213) ..... 107 Massachusetts Ave.
James Mason Rothwell (98) ..... 107 Massachusetts Ave.

**Brookline**
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Thomas J. Kedian (99) ..... 1394 Beacon St.
Clifford V. Miller (13) ..... 1394 Beacon St.
F. Paul Morgan (250) ..... 1394 Beacon St.
Benjamin A. Richardson (100) ..... 1394 Beacon St.

**Lynn**
Charles W. Turner (14) ..... 56 Central Ave.

**Somerville**
Harry A. Gilbert (15) ..... 381 Broadway

**Springfield**
Henry M. Clark, Jr. (101) ..... 100 Broadway

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Isaac Jacob Cohen (150) ..... 3154 Second Blvd.
John A. Dodds (16) ..... 808 Park Ave. Bldg.
John Crawford Frost, Jr. (151) ..... 3963 Penobscot Bldg.
Guy S. Greene (17) ..... 144 Lafayette Blvd.
Lewis H. Haskins (152) ..... 201 W. Fort St.
William C. Hintz (240) ..... 122 Glynn Ct.
H. P. Holmes (63) ..... 122 Glynn Ct.
Donald D. James (215) ..... 700 Penobscot Bldg.
James C. Johnston (153) ..... 1333 Majestic Bldg.
Frank T. King (154) ..... 150 W. Fort St.
Lee K. Silloway (18) ..... 2150 Buhl Bldg.
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**Flint**
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**Lansing**
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C. Rowland Stebbins (20) ..... 221 N. Capitol Ave.

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James R. Thorpe (65) ..... 519 Marquette Ave.
R. D. Thuresson (102) ..... 131 S. Seventh St.

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Lowell Goodman Simonds (251) ..... 409 Dwight Bldg.

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John Franciscus (104) ..... 705 Chestnut St.
Emil M. Jeemen (105) ..... 415 N. Eighth St.
Louis Maginn (22) ..... 705 Chestnut St.
Elliott S. Miller (23) ..... 317 N. 11th St.
Delbert S. Wenzlick (120) ..... 415 N. Eighth St.

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Edward D. Gottlieb (121) ..... 1516 Atlantic Ave.
Russell C. Roney (72) ..... 1421 Atlantic Ave.
Albert G. Towers, Jr. (161) ..... 1106 Atlantic Ave.

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Ellis Goodman (164) ..... 515 Market St.
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J. William Markeim (43) ..... 645 Market St.
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C. Armel Nutter (74) ..... 101 N. Seventh St.
Harold P. Nutter (166) ..... 101 N. Seventh St.
Reba N. Obus (167) ..... 101 N. Seventh St.
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Max Tieger (122) ..... 207 Broad St.

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Harry J. Stevens (81) ..... 478 Central Ave.

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Joseph DeSantis (255) ..... 667 Main Ave.

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Herman J. Tulp (175) ..... 339 Cedar Lane

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Chester A. Moores (265) .. 415 S.W. Sixth Ave.
David B. Simpson (189) ..... 200 Wilcox Bldg.

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James H. Livezly (191) ..... S. E. Cor. Sixth & Dickinson Sts.
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William I. Mirkil (67) ..... 1500 Walnut St.
Walter A. Nash (193) ..... 1307 Packard Bldg.
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Glyndon Priestman (53) ..... 18 W. Chelten Ave., Germantown
William Pugh (116) ..... 5713 Market St.
Herbert H. Rose (222) ..... 8 S. 40th St.
Edward Rosewater (194) ..... N. E. Cor. 15th & Locust Sts.
Richard J. Seltzer (117) ..... N. E. Cor. 15th & Locust Sts.
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Ralph M. Taylor (223) ..... 27 S. 40th St.
Walter R. Taylor (224) ..... 27 S. 40th St.
George R. Weikel (225) ..... N. E. Cor. 17th & Sansom Sts.
Norman Weiss (39) ..... 213 S. Broad St.
Robert M. Wilson (54) ..... Walnut & Juniper Sts.

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M. J. Aberman (227) ..... 429 Fourth Ave.
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James F. Gilson (228) ..... 311 Fourth Ave.
George A. Meyers (229) ..... 450 Fourth Ave.
George E. Meyers (230) ..... 450 Fourth Ave.
D. O. Morton (231) ..... 1201 Clark Bldg.
B. F. Richards (232) ..... 6006 Centre Ave.
E. W. Rudert (233) ..... 701 Washington Rd.
Frank W. Schornagle (234) .. 440 Fourth Ave.
F. E. Shaughnessy (235) ..... 7216 Kelly St.

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**Williamsport**
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**Nashville**
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Harold W. Keller (236) ..... 714 Travis Bldg.

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F. Orin Woodbury (58) ..... 12 E. on S. Temple St.

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Morton G. Thalhimer (57) .... 1013 E. Main St.

## WASHINGTON

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**Seattle**
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Bert G. Owen (259) ..... 310 Republic Bldg.
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• AS OF MARCH 1, 1939

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1. Are actively and reputably engaged, with a good record, in the business of real estate management.
2. Segregate clients' funds in a separate bank account, or accounts, so that they are never commingled with funds belonging to the management firm.
3. Take no commissions, rebates, discounts, or other benefits, in connection with the management of property, on the purchase of supplies, equipment, repairs, or other services, except with the knowledge and approval of the owners concerned. Itemize any such items clearly on the owner's monthly statement.
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Published quarterly by The Institute of Real Estate Management
Subscription $5.00 per year Single Copies $1.25 each

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**THE JOURNAL OF CERTIFIED PROPERTY MANAGERS**
22 West Monroe Street, Chicago, Illinois

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STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, AND MARCH 3, 1933

Of The Journal of Certified Property Managers of the National Association of Real Estate Boards, published quarterly at Chicago, Illinois, for October 1, 1938.

State of Illinois } ss.
County of Cook }

Before me, a Notary Public in and for the State and county aforesaid, personally appeared Harry Grant Atkinson, who, having been duly sworn according to law, deposes and says that he is the Managing Editor of The Journal of Certified Property Managers and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, as amended by the Act of March 3, 1933, embodied in Section 537, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are: Publisher, The Institute of Real Estate Management, 22 W. Monroe St., Chicago, Ill.; Managing Editor, Harry Grant Atkinson, 22 W. Monroe St., Chicago, Ill.; Assistant Editor, H. C. Wenberg, 22 W. Monroe St., Chicago, Ill.; Business Manager, Harry Grant Atkinson, 22 W. Monroe St., Chicago, Ill.

2. That the owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding one per cent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a firm, company, or other unincorporated concern, its name and address, as well as those of each individual member, must be given.)
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3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.) None.

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HARRY GRANT ATKINSON.

Sworn to and subscribed before me this 30th day of September, 1938.

MABEL L. DEYOUNG. (Notary Public)
(My commission expires August 26, 1941.)